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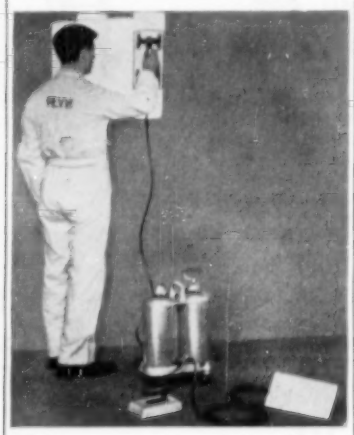

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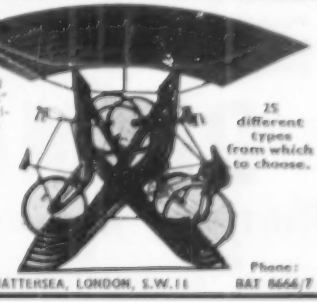

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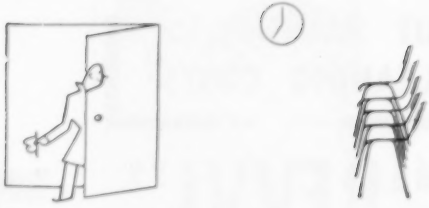

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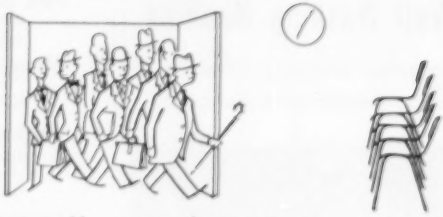

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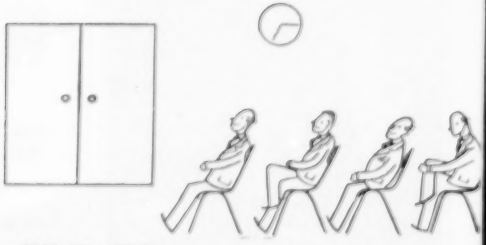

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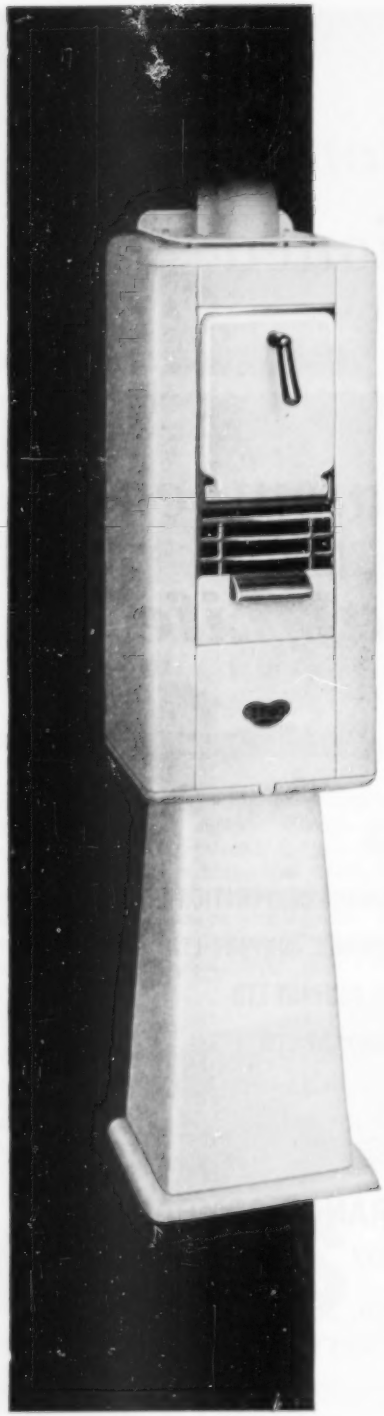

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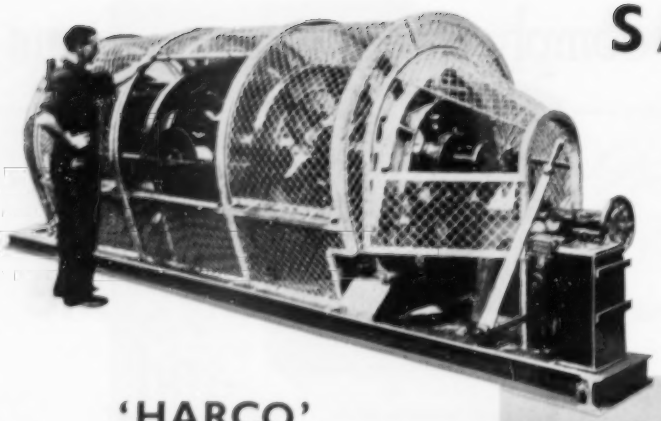

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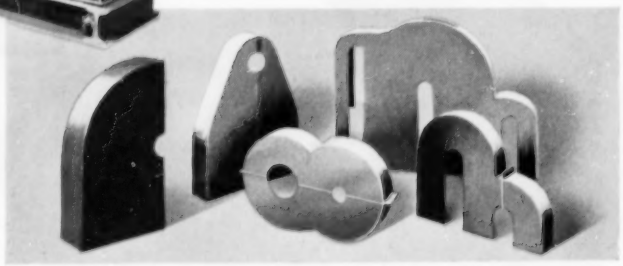

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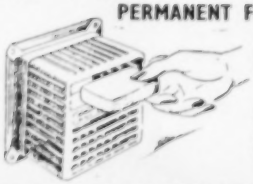

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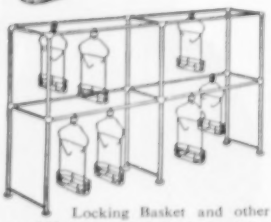

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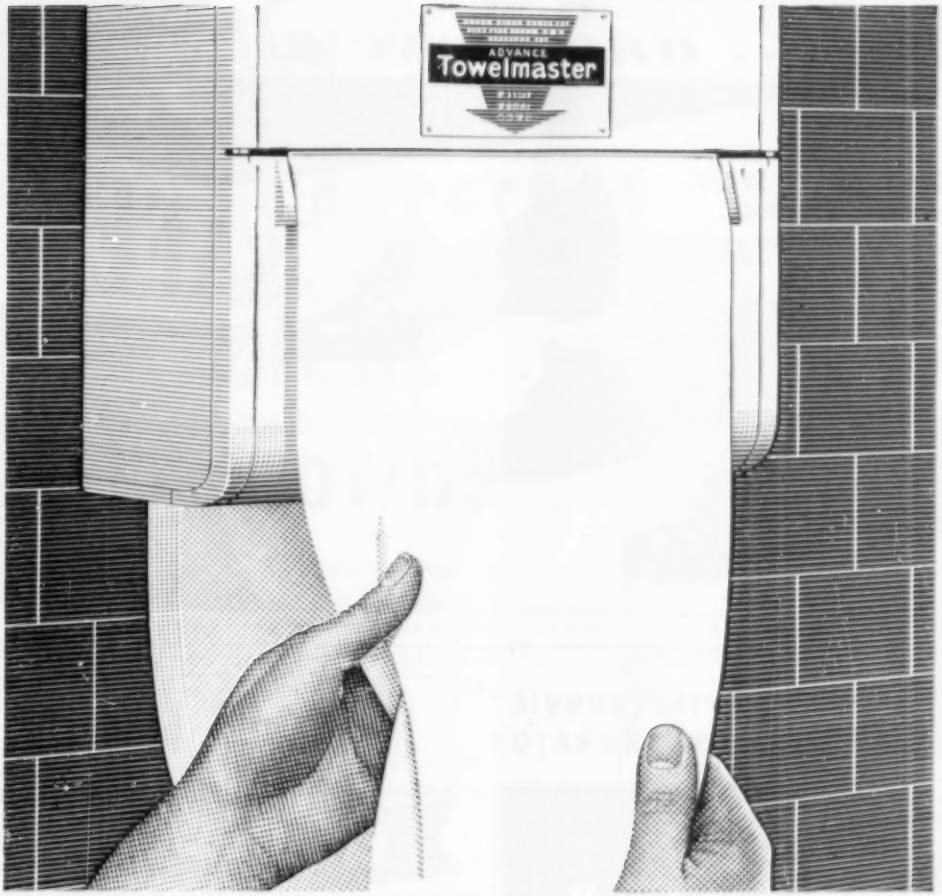

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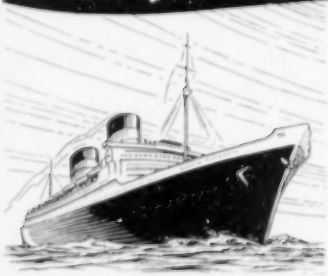

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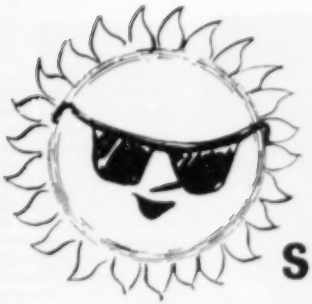

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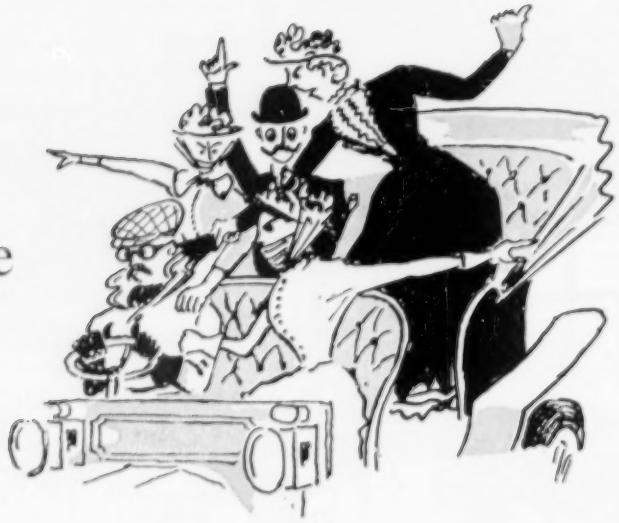

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Will the Duke's Words be followed up?

New Challenge to Personnel Officers

"WHEN people get involved in industry", declared the Duke of Edinburgh at the opening of his Study Conference in Oxford on July 9, "the criterion is the happiness, satisfaction, contentment, or whatever word you care to choose, of the individual as a citizen and not merely as a worker".

The theme of the worker as citizen was the central core of the Duke's thought. Industry was not an end in itself but only a means to an end, and he saw "no advantage in a prosperous and powerful State if it is to be achieved at the expense of human freedom and happiness".

In the course of his address, the Duke also referred to the "bewildering variety of shapes" assumed by the simplest industrial problem when it was viewed from the different standpoints of the board room, shop floor, research, production and personnel departments, or the trade union.

By sheer chance, the Duke's Conference followed closely on the sad events at *BMC* which served as a harsh reminder that industry's problems are not only very real but as much human as technical. And while the Conference was in full swing the Prime Minister elsewhere warned the nation of our mortal peril from the threat of "poverty by stages".

Clearly, then, this Conference ought to mark the starting point of a new and vigorous attempt by industry to thrash out its problems, and in the circumstances it is unfortunate that no general recommendations based on the findings of the various sessions are to be issued. We are a constitutional monarchy, but Royalty still exercises a vast influence in most spheres of national activity, and could do much to promote that sense of urgency needed lest something analogous to Sir Hugh Casson's "creeping mildew of Subtopia" chokes our will to a better life.

It may well be, however, that the Duke's message, thrown into sharp relief by more sombre happenings in industry, will be followed up. It could be that firms *will* make a serious effort to find out how the idea of the worker as citizen can be developed in their own concerns and how they can associate themselves more closely with the life of the community. More firms will perhaps indulge in an honest bit of self-analysis as did *Glacier Metal* a few years ago.

Nothing of course can be achieved without the co-operation of the people on the shop floor. Even so, the onus rests with management whose duty it is to lead. That enthusiasm breeds enthusiasm may to-day sound like a hollow truism, but it has got to be acted upon; the times are more in need of a faith than scepticism. It is better that management tries out every new idea that comes its way than none at all. Communication, for example, was regarded by many as the brain-child of the out-of-touch intellectual or at the most a sop to the industrial Cerberus; the recent events at *BMC* emphasised just what trouble can arise when communication is bad.

The Duke walks in procession to the Sheldonian Theatre, Oxford, for his Conference opening. With him is Lord Halifax, Chancellor of the University.

To sum up. The main task facing industry today is to create the conditions in which, to use the Duke of Edinburgh's words, "people are primarily citizens, and not just workers with a bit of private life". The main problem is to create a sense of urgency about this, particularly among top management. If this comes about, much of the work will fall on the personnel officer. It will not be easy work, but will call for imagination and much perseverance. And in many cases it will mean that the Personnel Department will have to be given more authority than it at present enjoys. In any event a reappraisal is required; it need not be *agonising*.

THE EDITOR

A British Foreman Looks at German Industry

By H. J. PEMBERTON, *Petters Ltd., Staines*

In the spring of this year the Industrial Welfare Society organised a tour of German industry by British foremen. Here we present the impressions of one of the men who made up the party. One of the things which struck him most forcibly was the absence of safety regulations. On the welfare side, however, our contributor noted that facilities were excellent and that German management pays great attention to the problem of employee housing.

THE conditions which our party found in Germany's industries today must be set against the broader canvas of the country's economy as a whole and in particular against its happy position in the matter of skilled manpower. I would begin, then, by emphasising that at present Germany has no aircraft nor armament factories and no compulsory system of National Service. In addition there are some eight million refugees from the Eastern zone. Collectively, these have resulted in unemployment figures fluctuating between one and a half and two million—and I got the impression that these totals were not considered excessive—so that there is a vast reserve of skill on tap, as it were.

Altogether, our study tour covered 12 German firms, our party of 58 foremen and junior managers being split into two working groups which, with the exception of three of the largest firms visited, followed separate programmes. Though it was recognised that many technical matters were likely to have great interest for the party, it was agreed as a basis that the study should be centred on the German foremen's contribution. The discussions, however, were not limited to this one topic which in fact often proved to be the point of departure for discussion on a wide range of industrial and social matters. These included the German workers' attitude to work itself, to management, to trade unionism and to changes in methods.

Inevitably, and this was implied in the purpose of the tour, we made comparisons with conditions over here. Let me begin then with factory layout. I should say this is as good as, if not better than, in this country, but I would stress that three of the companies visited were completely new; their buildings were new and so was their plant while the shop layout and organisation were quite excellent. Production began in these factories about 1951-52, and I feel sure that if some British companies could start from scratch with the financial aid then available in Germany I have no doubt they could be as efficient if not better.

In all companies visited one big impression was the complete absence of safety regulations. There were various examples, the general theme being that production comes before safety. We saw, for instance, such things as sheetmetal guillotines, and multi-drilling machines completely unguarded, women milling operators working with no cutter guards and fettling carried out without goggles. On two occasions we saw accidents actually happen, one minor and the other more serious, and in both cases they were due to a complete disregard for safety. In one particular steel works accident figures quoted were 4.7 per 1,700 working hours. On the other hand, at the Press conference in London on our return, mention was made of another factory which employed 3,500 workers where the accident rate was less than one per cent.

We were given to understand that in Germany companies are not liable under common law and that they pay into an independent insurance scheme which handles the workers' claims and entitles them to accident pay when off work. It was felt that the absence of regulations has a certain relation to productivity because in most cases components were being taken from the fixtures before the cutters were clear. In this country

Mr. Lockwood Marsh of the Industrial Welfare Society makes a point during the lunch-time discussion at **Krupps** which followed a tour of the works.

the movement of the machine is extended to clear the guards which obviously entails longer handling time and manipulation.

There was on the other hand great emphasis on welfare and medical facilities in the factories visited. In some cases the clinics were quite palatial and had been built for workers *and their families* to give treatment as and when required. Trained doctors and nurses were in attendance at all times to give X-rays, heat-ray, brine baths, eyesight tests—in effect, everything save surgical operations. We learned, too, that if a worker is off through illness or accident, after three days a man with one child will receive approximately 60 to 75 per cent of his basic wage without tax, according to his circumstances.

But it is in housing and industrial welfare in Western Germany is seen at its most powerful. A great percentage of the workers were supplied with houses or dwelling units, such as flats, subsidised by the company. Some firms have between 35 and 40 per cent of their workers housed while the figures given as rent for such dwellings were between £4 10s. and £5 per month. In one instance, five employees were good enough to allow us to visit their homes. These were new dwellings built during the last eight years, with central heating, excellent lighting, good airing facilities and most beautifully furnished. The general opinion was that these homes were of good average standard, as those seen ranged from an ordinary foundry labourer's to that of a works superintendent. The conditions of tenancy are such that if a worker leaves the company he is allowed six months' grace in which to vacate his house. If circumstances make this impossible, the case is brought to the management through the works council and an extension given if agreed to be necessary.

The system of allocation varies between different companies, but overcrowding, newly-weds, length of service take precedence over status in the company. In all cases, however, applications are dealt with by the works council and the management.

Among other benefits a worker enjoys through working for certain firms are subsidised meals in the canteen, cheap petrol, cheap beer and, in most cases, when a man's wife is ill and in hospital, he is entitled to a home help paid by the company to clean his house and look after his children.

Members of the party in the **Daimler Benz** Automotive Museum. In the foreground is the first high-speed gasoline engine ever made; it was built in 1883.

Safety matters apart, actual working conditions in the factories we saw can only be termed as excellent. Heating and ventilation were good and in machine shops where cast iron was being worked suction dust extractor plants were installed. Typical of the country as a whole, was the air of cleanliness in industry. Not only were good washing facilities provided but clothes lockers were temperature controlled and in the case of workers on very dirty jobs they were entitled to two lockers, one for his working clothes and one for his civilian clothes. On the other hand workers were not allowed to wash in the firm's time except those who had to travel some distance and they were given five minutes.

No Breaks

Nor were any tea breaks allowed officially but workers could bring their own drinks and sandwiches to be consumed on the job. There were also plenty of slot machines on the shop floor as well as actual shops in factories where workers could buy most food supplies, etc., during working hours. Our party were agreed that this practice was not abused.

During our tour hours were spent discussing the Germans' attitude to work and at last it was agreed that his industry was due to an accumulation of conditions. For example, the German worker seems to be more receptive than his British counterpart and, because of the vast amount of welfare and the good working conditions provided by the firm, he seems to have a sense of obligation to his employer which results in little or no objection to change. In many cases we asked what in fact was the German workers' attitude to changes, such as the introduction of automation, and were told in every case that there was no resistance whatsoever. Hours of work are longer too, the minimum working week being 48 hours and the actual average worked 51-53 hours. By way of contrast there are such little "democratic touches" as the fact that every company with ten or more employees is compelled by law to have a works council and no firm can sack an employee without first consulting this council. A council generally consists of equal numbers of management and workers plus one independent member. They seem to work in very close harmony and to be quite aware of their country's economic needs.

In fact, the general feeling adopted by the worker is that new methods help to reduce the price of commodities for export and so, by increasing trade, give greater prosperity. This, coupled with the fact that there is no labour shortage as we know it in Great Britain, plus the practical attitude to welfare, adds up to greater productivity. And a practical idea very highly thought of in the German factory is the Works Preparation Department. The function of this department is not to analyse the job when in action, but to study the work to be done in order to create a situation in which there are no non-productive workers on the shop floor.

From our own point of view, however, I think we should take most serious note of an attitude of mind now developing in Germany, rather than of any specific technique. Feeling in this country towards Germany shows great concern at the competition we are now experiencing in world markets. But whenever this topic was discussed on our tour it was indicated to us that Germany no longer in this respect rates Great Britain as a serious menace. We have got to make them "Great Britain conscious" once more in the fight for world markets.

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Pictorial Appeal In Your Training Programme

By THE EDITOR

The filmstrip is a cheap and effective training aid with a novel appeal. Here we tell what it is, how it works and feature a typical problem covered by one such.

THE filmstrip is a modern training aid, but it is based on two old truths: the first is that people of all ages like to be told a story, second that if the story is backed up by pictures so much the better. In other words, the filmstrip is an illustrated case study in which the group being trained can identify themselves with the characters involved in the problem.

A measure of the popularity of the filmstrip today is the fact that the Industrial Welfare Society has sold nearly 2,000 of these to technical colleges and firms in a wide range of industries including textiles, light and heavy engineering, iron and steel, transport, glass, food, tobacco, and various branches of the retail trade.

A filmstrip, then, is a length of 35mm. film on which a series of still scenes is arranged in continuous sequence so that they may be projected on to a screen in the same way as the lantern slide. Advantages of the filmstrip are its compactness, speed of projection and the fact that it is safe and unbreakable. Firms interested in setting up their own unit will need the following equipment:—

A 35mm. FILMSTRIP PROJECTOR. There are several makes on the market, each of them quite efficient for the purpose. The type bought will depend on the scale on which the equipment is to be used.

THE RECORD PLAYER. Any gramophone, radio-

gram or record playing device will do. Whether an amplifier and loudspeaker are needed will depend on the size of the room though they generally improve the results in any case.

THE SCREEN. A flat white-distempered wall or well-braced white sheet are enough. For the best results, however, a cine-screen about six feet square is needed.

The main object of the filmstrip is to stimulate discussion. The stories told are taken from real life, the problem is presented and the audience asked to submit its solutions. Human situations make very popular material for this method of presentation and, by the quality of their solution, management seeks to judge the calibre of the trainee in dealing with people. The filmstrip illustrated on these pages pinpoints a human situation all too common in business. It is called—

KEEPING UP TO DATE

1. Nation Wide Stores is a retail organisation which has bought up over the years a number of small family businesses. Each has kept its own particular atmosphere while relying on central organisation to make them sound economic propositions.

2. Young Mr. Knight, son of the chairman, has recently returned from America where he studied the retail trade. It is agreed that he shall make an experimental survey in one fashion house to see how far modern methods can be introduced. He asks the manager of the store not to tell the staff what he is doing.

3. During his first week Mr. Knight spends a lot of time with a notebook and pencil in his hand observing what goes on.

4. The staff get highly apprehensive and for the first time, after twenty years with the firm, Miss Thomson gives the wrong change.

5. Other members of the staff complain that they feel foolish trying to sell a customer something under the interested eye of Mr. Knight.

6. Finally Miss Thomson goes to see the manager. She supposes that Mr. Knight is checking pilfering, but after twenty years she doesn't expect to be suspected. And customers are furious when they see Mr. Knight snooping around.

7. During the next few days numbers of staff come to the manager to complain and he finally decides to speak to Mr. Knight.

8. Mr. Knight says this kind of thing goes on all the time in really up-to-date organisations. That's what's wrong with this country—people are afraid of anything new. How can they improve their position if the staff won't co-operate? If they are going to have modern selling techniques they must make surveys. What has he done to upset them like this? He doesn't want to give up *now*. What can they do?

9. **WHAT WOULD *YOU* DO?**

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In the last 12 months there has been an immense resurgence of interest in co-partnership and profit-sharing schemes. To judge from letters received by this journal, firms in all types of industry have now approved the idea in principle; many of them, however, are still not sure which type of scheme to adopt. This article, then, has been written specially as a general guide to the variety of ways in which employees can be brought into the financial picture.

How to Select a Co-partnership Scheme

By FRANK CONYERS

MANY of the firms who have adopted some method of profit-sharing have subsequently either abandoned it altogether or so altered it in conception or scope as to have lost any resemblance to its original form. In a large proportion of these cases the reason is that co-partnership was adopted as a substitute either for a properly devised incentive scheme or for good worker relations. Bonus incentives must be related to individual effort and the reward must follow with the least possible delay. Profit-sharing can only be the working results of the whole team, and can be assessed only after a reasonably lengthy period. And unless worker relations are exceptionally high any question of profit-sharing is apt to be regarded as a wily scheme to get something rather than give it; this sort of suspicion is, of course, fatal to success.

The selection of a profit-sharing or co-partnership scheme for an individual company can, too, depend on certain other and important factors. A firm going through periods of widely fluctuating prosperity would be well advised to lay off until more stable times, both because the variations in dividends may have the opposite result to that intended, and also any increase or reduction in share capital that may be necessary could bewilder and dishearten the workers who would never know where they stood.

Trades which suffer from high labour turnover are also unlikely to benefit from any form of profit-sharing. This is a paradox, because one of the incidental aims of co-partnership is long service and many schemes provide for higher rewards for long-service employees. Yet it is a fundamental that unless good relations already exist co-partnership will not provide them. It is a separate task for personnel managers to discover the cause of excessive labour turnover where it exists and to remedy it before embarking on any such scheme as is here envisaged.

The Starting Point

Obviously the primary things to be determined are how to arrive at the total amount of profit to be shared by the workers and how to calculate each individual's share. After that comes consideration of how distribution is to be effected. None of these is simple. On their correct selection the whole scheme can stand or fall.

The first can vary from a fixed sum arbitrarily selected by the directors without any explanation, to proportions of net or trading profit or even turnover. Between these two extremes are many other methods of determining the profit to be divided. It can be the dividend accruing on an actual or even hypothetical block of shares. It can be a figure based on the dividends declared on the ordinary shares. Very frequently it is a division of dividends on capital and the annual wages bill, either equal outright or after provision for a preliminary wage, as it were, to capital.

Actually this idea of capital itself deserving its "wage" is felt to be one well worth while driving home and this is a good way of doing it. A realisation that capital invested into a business is indeed a partnership without which the worker could not function must help engender a mutual regard and is one of the basic principles behind any form of co-partnership.

The method has another advantage. It can act as a "balancer" between the actual numbers of shareholders and staff. It can readily be visualised that where a relatively small labour force controls a number of expensive and high-output machines shareholders might well outnumber workers several times over. This position is likely to be very frequent as automation plant becomes more general and methods adopted whereby a relatively small number of highly skilled workers produce much more than today's *per capita* output. In such circumstances any 50-50 distribution, unless balanced by a "wage" payment on capital, must result in disproportionate awards to shareholders *vis-à-vis* the workers. The fairness of co-partnership must be equal and obvious to all parties if it is to be successful.

A similar idea lies behind the method of computing distributable profits by fixing a figure which must be reached

before any share is available for the employees. In principle this is the same as the salesman who draws commission only after a fixed turnover is exceeded. Chief advantage of the method is its constant reminder that there will be no distribution following a bad trading year. Secondary, but quite important, is the fact that the cost of compiling and distributing a share is quite considerable especially in large companies and where the amount is small (say less than two weeks' salary per worker) it is quite disproportionate both to the amount involved and the effect on the workers as far as any incentive is concerned.

How Much? To Whom?

So we come to the second question: who is to get how much? While generally speaking most companies who operate a profit-sharing scheme admit all workers to it, there are some who have reservations. These can be on the age limits (at either or both ends of the scale) and in a few cases workers under a determined age benefit only proportionately to those over the limit imposed. Limits can be on earnings—i.e., salaried employees over a fixed figure are sometimes excluded from the distribution. Occasionally, the reverse operates and while workers get nothing by way of share a scheme operates for the benefit of office staff.

There are firms who tie up their co-partnership schemes with internal discipline; they exclude from benefit bad timekeepers or those who spoil more than a given allowance of raw material. If such exclusions are to be made without rancour it is essential that the management of the scheme is in the hands of a committee of which at least half is composed of workers' representatives. Their object, however, is not so much punishment as encouragement, and is on a par with the increased payment on a sliding scale, according to length of service and designed to help workers settle down in the job and stay with the firm for the rest of their working life.

How much an individual worker's share is to be can be calculated in very many ways. At one time firms seemed to take a delight in devising the most involved methods of computing this. Today the accent is rightly on simplicity. So where the share is based on the company's dividends a specially prepared re-write of the balance sheet and profit and loss account as supplied to the shareholders

Ways of Sharing Your Profits

1. Profit Sharing Formulae

Ways of calculating the *global amount* of the profit share:—

A. the dividend arising on an actual block of shares ;
B. the dividend arising on a notional block of shares ;
C. a fixed sum ;
D. a sum which varies on a sliding scale related to:—
   (i) *dividends declared on ordinary stock ;*
   (ii) *net profits ;*
   (iii) *some specially defined figure of distributable profits ;*
   (iv) *trading profits before taxation.*
E. a proportion of the net profit ; trading profit or turnover ;
F. a share in a residue, variously calculated ;
G. related in some fashion to the rate of dividend declared ;
H. equal dividends on capital and annual wages bill ;
I. equal dividends on capital and annual wages bill, but after a preliminary wage to capital ;
J. proportion of increased profits above a fixed datum line.

2. The Individual's Share

Ways of calculating the share of the profits to be paid to an *individual worker*:—

A. as a percentage of annual earnings ;
B. on the basis of the allocation of units representing shares in the total amount to be distributed and attributed on a variety of considerations including length of service, responsibility, etc. ;
C. the allocation of a notional shareholding on which a dividend equal to that paid on the capital is declared ;
D. on a per capita basis ;
E. on the basis of a periodical lottery ;
F. related to pension contributions.

3. Distribution

Ways of *distributing* a share in the profits:—

A. in cash ;
B. in shares in the company ;
   (i) *of a special class, limited or unlimited total issue ;*
   (ii) *authorised but hitherto unissued shares ;*
   (iii) *normal shares purchased for the purpose ;*
C. some other kind of deferred participation:—
   (i) *internal savings bank accounts ;*
   (ii) *loan certificates ;*
   (iii) *additions to a pension scheme.*

but in which the information is given in language understandable by people unversed in finance is provided for every participant.

The actual share per worker can be calculated as a percentage of his earnings or as *x* weeks of pay ; on a points method where age, length of service, salary or wage rate, relative importance of job held and so on all carry points which determine the amount of the total share distribution any individual worker is to get; or on an actual or imaginative (i.e., "notional") allocation of shares for the purpose and which carry dividend comparable with that paid on the capital.

This method has one big advantage: it brings the reality of actual partnership, of shareholding, more easily and firmly within the conception of the worker. It also helps to dispel the suspicion that the shareholders in the older, narrower conception of the word are sitting back getting the profit while the workers toil. And even today that feeling is more widely held than many people realise.

Unusual, perhaps, but because of recent parliamentary innovation, of more than passing interest is the method of determining the individual worker's share by means of a periodical lottery or draw. It is quite frequently exercised on the Continent where scruples against it are not so strong as among the chief protagonists of profit-sharing in Britain. Yet even here, in some firms, a method of annual or bi-anaual bonuses selected entirely by the directorate so that no worker knew just what they were likely to get on any occasion was retained against a properly formulated co-partnership scheme, precisely because the workers like the element of chance.

Once determined, how does the worker want his share paid? All but a few would answer that question with two words: in cash. And that is perhaps the most favoured and popular method today.

It is, however, by no means the only way. Payment can be by the allocation of shares in the company. *Imperial Chemical Industries*, which would certainly have had the best and most exhaustive advice before adopting their scheme, decided to make their payments in this way, the trustees of the scheme applying the total sum for the purchase of ordinary stock issued by the company from unissued capital at a price fixed by the company but related to the current market value. As each worker accumulates £25 worth of such stock it is registered in his name, and thereafter he gets dividends on it precisely as any other stockholder does.

This is an extension of the original profit-sharing idea, as the worker then becomes an actual shareholder in the company. It is certainly conducive to awakening interest in the company's affairs in their widest sense and should, therefore, help management in sharing responsibility.

Deferred Shares

Shares issued by the company as payment for co-partnership bonuses need not, however, be from unissued capital. They can be normal shares purchased for that purpose at market price, or they can be a special class (and price) created for the purpose.

Payment of shares, too, can be by means of what might be termed "deferred method". In this, credit is made on behalf of the worker to his account in an internal savings scheme or loan scheme or by additions to a pensions fund. In such cases he can draw either at short notice or, in some cases, only at holiday times, weddings or other special occasions, when payment has to be approved by the controlling committee.

As we said earlier, it is essential to have good worker relations before entering into a co-partnership scheme. That postulates a happy understanding with the trades unions concerned, and they should be consulted before final adoption. From a fear that an important part of their bargaining power would be whittled away from them they have come to regard co-partnership at least in no unfriendly light. This despite the fact that dividends such are occasionally announced by some firms—as much as six to twelve weeks' wages—might well be thought proof that the basic wages needed upgrading!

It is to prevent such feelings as well as to explain procedure to other workers that a committee should be formed to work the scheme or at least to provide the link between management and labour. This should preferably be composed equally of works and management representatives. The same committee can operate the trust fund for the purchase of shares on behalf of the co-partners and, as has been done in some cases, it can be one of the functions of the works council.

The chief point that emerges from a study of those firms who have operated co-partnership schemes over the difficult post-war years is that although they are no replacement of good worker relations (which, as we have insisted, must exist *before* the scheme is installed) they are potent in retaining that happy state. They engender a very real feeling of belonging, or being a part and a vital part of the company for which they work. They thus fulfil a basic psychological need inherent in all people and, as such, cannot fail to benefit those who apply them.

Profit-Sharing—'a real Incentive'

"PROFIT-SHARING is attacked by certain economists, on the ground that it will increase consumer expenditure", said Mr. William Wallace, C.B.E., chairman of the Industrial Co-Partnership Association in his opening address to its Conference at Girton College, Cambridge, on July 13. "This, again, seems to me to show lack of clarity in fundamental thinking. We want people to have the opportunity to raise their standard of life. This should give the essential incentive to effort. We want true 'earnings' to rise, as quickly and as much as possible. All that we need to ensure is that the extra pay received is, in fact, earned in real terms. It is increased money income in excess of real increased output which causes inflation.

"Apply that test to profit-sharing. First, it does not go on to the cost sheet. It is not an addition to cost. It does not make our exports more expensive. It comes along so far, and so far only, as the true surplus profit is, in fact, earned. It is, therefore, one of the cases where, by giving the opportunity to share in a surplus (if and when realised), we can (in varying degree) eat our cake and still have it."

Mr. Wallace went on to say that he believed there was today, in this country at any rate, a wide sense of frustration at our differences on what after all are secondary matters; and a hunger for a deeper sense of community and fellowship.

"I know this is widely true of management. I know that for the good manager profit-earning is merely the test of success, and the means for further advancement of the enterprise. I believe that there is a full sense of his responsibility for those who work with and for him and for the consumers he serves; and a real desire to serve his home-land. I would encourage him to lose his sense of embarrassment in expressing this. I would remind him that someone has said :

> 'Always do right; it will please some people, and astonish the rest.'

"In exactly the same way I believe the ordinary decent British worker seeks sincerely to play his full part in the human society of which he is a member; given only a sense of self-respect and an assurance of justice."

Management News & Ideas

Double-Purpose Bonus

PASOLDS Ltd., clothing manufacturers, Langley, Bucks., employ a bonus system whose twin aims are:

(1) to reduce absenteeism, and (2) to encourage part-timers who represent more than one-quarter of the company's 750-odd employees—to take up full-time work.

The scheme is simple. For every 16-week period of full-time work an employee receives a tax-free cash "dividend" of £10. But dividends are paid only for complete periods of 16 weeks. An employee who leaves *Pasolds* before the end of a period loses his dividend. And for every day on which he is absent for any cause whatsoever, his dividend is reduced by 10s.

To simplify matters for the wages department, the full-time employees have been divided into 16 groups. Each group qualifies for dividends over a different period.

All full-time workers may join the scheme if they wish. But part-timers are specifically excluded. The rules and conditions, circulated to the employees when the scheme was launched, state: "All those who are not here regularly for a full working week must be treated as part-timers. We appreciate the good work done by them . . . but the factory cannot run economically on part-time work."

Authorised holidays do not effect the dividends. *Pasolds* say that they will either amend or abandon the scheme if it fails to make a substantial reduction in absenteeism. (**Business.**)

Embryo Executive Scheme Enlarged

AN "earn as you learn" scheme for student apprentice engineers who enter the industry with a good background of general education has been introduced at *Leyland Motors Ltd.* It is a further development of a scheme which has provided the company, and the transport industry in general, with many executives over the past 35 years.

Under the new arrangement engineering students at Leyland will receive from over £3 to £7 per week according to age. Additional accommodation will be provided at the present students' hostel, Wellington House, and part of the cost of accommodation will be met by the company.

The company will welcome applications from prospective students with certain minimum educational qualifications. At the age of seventeen an applicant will be required to have a General Certificate of Education at "O" level in five subjects, including English, mathematics and physics or physics with chemistry. At the age of eighteen he will be required to have a General Certificate of Education at "A" level in mathematics, and physics with other subjects such as English, chemistry or a foreign language at "O" level.

The course of training is for a minimum period of four years, including a six months probationary period, and is carried out in three stages, under the direction of Mr. H. Glassbrook, apprentices' superintendent. Students first go through a period of basic training in the Apprentices' Training Centre at Leyland, which is fully equipped for training in basic production processes. They then undergo an intensive period of practical training in the works, spending some time in most of the various departments in Leyland's Lancashire factories, gaining a detailed overall knowledge of modern vehicle design and production.

The final stage of training is related to the type of work in which the student decides to specialize, such as sales, service, design, development and proving, or manufacture. Throughout their training at Leyland the students attend the Harris Institute at Preston for one full day and one or more evenings each week, or alternatively they can arrange to take an external London University degree course.

WATCHWORD CLEANLINESS!

These girls are assembling miniature valve components at the factory of **Hivac Ltd.**, Middlesex. Such extreme mechanical control and chemical cleanliness is needed for this work that the factory is one of the cleanest ever built. Features include controlled atmospheric pressure and highly polished wood-block floors. All girls must wear nylon headscarves and white overalls, and all handbags are banned from the working area.

Engineering Today

IN order to meet persistent demand from industry, the Department of Industrial Engineering of the Loughborough College of Technology announce the inauguration in September of a Post-graduate Course of one-year duration in Industrial Engineering. In addition to a wide range of advanced management topics, there are included such special subjects as "Nuclear Energy", "Automation" and "Men and Machines". The first two are approached from the technological view-point, whilst the latter is concerned with the physiological effects of noise, fumes, dust, vibration and so on. The course is suitable for senior personnel from all types and branches of industry.

The three types of courses in Work Study held in the Department are well established and in great demand; whilst the five-year sandwich course in Production Engineering and Industrial Administration, which is attended by the apprentices of many nationally known companies, enters its third year in September.

Particulars of all the courses may be obtained from the Head of the Department of Industrial Engineering, Loughborough College of Technology, Loughborough, Leicestershire. (Telephone: Loughborough 4428.)

How Old is "Old"?

ARE a man's views of what constitutes youth, maturity, and old age affected by his social status? According to a

recent survey by the University of Chicago's Committee on Human Development, business and professional men feel old five to 10 years later than working-class men.

The subjects—240 men and women aged 40 to 70, and representing four social class categories—were asked to define the periods of life and to indicate the chronological age of such descriptive terms as "young man", "mature man" and "old man".

The survey found that "middle class" men tend to divide the three periods at 30, 45 and 65. "Upper working class" men set the dividing lines of middle and old age back five years, to 40 and 60 respectively. "Lower working class" men see maturity setting in at 35 and the onset of old age at 50, with little progressive decline after the half-century mark. **(Personnel,** A.M.A. Bulletin).

Management Seminars

DURING June and July the British Institute of Management introduced the first of a series of seminars in management development and education. Under the title "Planning a Management Development Programme" a group of senior managers and training officers from various types of industry studied and discussed means of meeting the shortage of new managers for the future. Discussions aimed at assisting those attending to shape plans for their own companies and at the same time enabled them to put forward suggestions for the improvement of existing schemes of management selection and training.

Among the distinguished speakers at the seminars were Mr. A. D. Bonham-Carter, director of Unilever Ltd., Mr. H. W. Wright, Co-ordinator of Management Development at Esso Petroleum Co. Ltd., Dr. A. T. M. Wilson, chairman of the Management Committee of the Tavistock Institute of Human Relations, Sir Arnold Plant, head of the Department of Business Administration at the London School of Economics, Mr. F. A. Heller, Acting Head of the Department of Management Studies, Polytechnic, and Mr. Henry Taylor, Director of Studies at the Administrative Staff College.

T.W.I. Pioneer Dies

THE death occurred last month in New Jersey of Mr. Channing R. Dooley, the originator of Training Within Industry, the scheme which is said to have stepped up production in thousands of factories all over the world during the last war. Before the war Mr. Dooley was the first personnel and training director to the *Westinghouse Electric Manufacturing Co.* in Pittsburgh, and it was there that he perfected his TWI methods. In 1946 he started his own organisation which was adopted by the International Labour Office a year later, and used all over Europe in the general reconstruction schemes financed under Marshall Aid.

HOUSE MAGAZINE DIGEST . . .

Other Firms' News And Views

A Pleasant Touch

THE first of the new-style long service awards ceremonies took place at Witton recently when 74 recipients from Division headquarters and Kynoch Works Management departments, L. F. (Witton), The Kynoch Press and Summerfield Research Station were the guests of honour.

The advantages of comparatively small-scale functions were obvious immediately in such details as the comfortable furnishings of the lounge, the more spacious arrangement of the dining tables and—a very pleasant touch, this—the gift of flowers for every lady.

Mr. T. G. Austin (Personnel Director), who was in the chair at dinner, mentioned briefly why it had been decided to introduce the new arrangements, the most important feature of which was the invitation to the wife or husband of a recipient. "Throughout service of 20, 30 or 40 years", Mr. Austin said, "there is nearly always someone at home who shares the triumphs and disappointments of that service. We felt that, when the time came for service like this to be celebrated, it was proper to ask those who had contributed to it from the home to be present as well." **(I.C.I. Magazine.)**

Spreading the News

We intend to give much more attention to the development of good supervisors and managers. On this depends not only the efficiency of others but their progress, development and happiness. We are starting discussion groups of seniors at once, to study the new developments being announced today. It is also clear that we need to improve "communications". That is, making sure that everybody has a fair idea of what is going on. We plan to give far more attention to training. We have not got far with this yet, but concrete steps are being taken to work our training at all levels. We are getting our ideas clear on the question of formal organisation. We cannot immediately promise any nice cut-and-dried charts, nor is that in any way urgent, but we have made substantial progress and the discussion groups will have the chance to discuss our organisation as far as it has got now in order to get our ideas clear for the future. **(Good Company.)**

A New Constitution

The proposals of the working party set up to study the possible reorganisation of the works council have now been accepted. The council has held its first meetings on the new basis. When the working party was set up some months ago its main object was to produce a system whereby there would be a considerable reduction in the number of people sitting on the council. It was hoped by this means to encourage free and constructive discussion. This has already proved to be the case.

The main feature of the new system is that although various panels are elected as before they do not now sit on the council as a body. . . . The total membership of the council including the chairman and secretary is 14 as opposed to almost 50 under the old system. At the same time it should be noted that every section of the company still elects its spokesmen to the appropriate panel which in turn brings its views to the notice of the council through its representatives.

The new constitution also limits the number of people to be nominated to the council's various committees again with the object of making them more effective. These committees together with the various panels will now hold their meetings during working hours. **(Spreadnet: Smethursts Grimsby Ltd.)**

University of Hard Knocks

The only test which we apply to determine a man's suitability to enter our managerial ranks is that of merit. There is no question of demanding a particular social or educational background. In the future, as today, many Unilever managers will be men who "came up the hard way" and whose qualities of leadership were developed after they had joined the business. There will always be found at every level of our management men whose only university has been what William Lever used to call the University of Hard Knocks. **(Unilever House Magazine.)**

Educational Experiment

Free booklets dealing with a wide variety of topical subjects ranging from football pools to automation are being made available to employees at Ebbw Vale cold mill as part of an educational experiment.

Nine different titles—a total of 2,880 books—have been distributed at fortnightly intervals for the past six months. The booklets are prepared by an outside firm—under the editorial supervision of well-known authorities.

The first twelve titles published, or in course of production, are: The Atom; Who are You?; What are the Facts about our Incomes?; Home is what you make it; What makes a Team?; Why garden?; What are the Facts about our Taxes?; I've gotta horse!; Space satellites can help; Why does Crime Thrill?; What is Automation?; and The Pools. **(Ingot News: Richard Thomas & Baldwins Ltd.)**

What Forms to Use for Apprentice Training

By WILLIAM DURHAM, M.A.
Head of Information Department, Industrial Welfare Society.

In his final article the author shows why a separate records system for apprenticeship training will pay the best results.

THERE is no doubt that in the past many managers and supervisors have been adequately, in fact, excellently trained without any record systems. Nevertheless, systematic training over a long period is very greatly aided by clear information of what has gone before. Duplication can be avoided and serious gaps in the trainee's programme eliminated if quite simple records are maintained.

Where firms are large enough to have separate training departments they tend to develop separate record systems from those in the personnel department. To some extent there is duplication, but this may well be more convenient than attempting to use the same records. Certainly there is a need in the case of apprentices for a number of forms which have not been mentioned in previous articles. Some firms have a different application form for apprentices, devoting more space to their scholastic background and less to previous jobs, military service, etc. But, except in very large firms, there seems little to be gained in having the separate forms.

Apprentice History Form

On the other hand detailed reports on the progress of the apprentice through his training cannot be conveniently fitted to the conventional history form, and most firms maintain somewhat lengthy history sheets on which the salient features of the periodic reports from the shop supervisor are summarised. The form is headed to identify it with the name, clock number, trade, date of birth and possibly the address; then follow columns showing the progress of the youth through the various departments, indicating the date of entry to the department, assessments under such headings as ability, conduct, timekeeping, etc., in each department, then a summary of terminal school reports and examination results.

Shop Reports

The information from the departments on the apprentice is usually completed by the shop supervisor at the end of each period of training. It is very much a merit rating schedule, listing the various desirable qualities and leaving space for the supervisor to give a rating in points or to tick the appropriate box, which are marked Excellent, Very Good, Good, Fair, Poor. Qualities covered include keenness and application, accuracy and quality of work, aptitude and ability, progress and general conduct. A School Attendance Register is maintained in some firms, but most firms merely ask the school to notify them when an apprentice fails to attend school and check up forthwith on the boy's reasons. Some record of attendance—or absences—is desirable for transfer to the history form.

Safe Instruction Card

Despite the strongest regulations concerning the safe instruction of young persons on dangerous machinery, the number of accidents to young persons does not appear to diminish at the same rate as accidents in other age-groups. Where departments are regularly receiving new apprentices and moving them from one machine to another, it is not easy to be sure that adequate safety instructions are received. Youths are notoriously impatient and may cheerfully say they have been told the safety requirements when they have not. For this reason some firms have brought in the Safe Instruction Card. Nothing elaborate is needed. A simple card can be used bearing the apprentice's name and number at the head and three columns below. The columns are for (a) the types of the machines; (b) the signature of the supervisor who has given the safety instruction; (c) the date of the instruction. No youth is allowed to operate a machine unless there is the signature of a responsible person on the card against the name of that machine.

Indentures

Fashions change in the matter of apprenticeship indentures. Custom also varies considerably from trade to trade. In those trades where trade unions have a considerable say in the numbers of apprentices engaged each year the indenture is an essential element of the control. In other industries, if a youth has served the recognised period and has received adequate instruction and sufficiently wide experience, he can be accepted as a skilled man providing some evidence is available that he has indeed received the requisite training. Some firms therefore do not indenture their apprentices, but provide them with certificates on completion of the period of training. Many companies provide both.

The advantage of the indenture is that it is an agreement by both sides which covers the full period of training. The apprentice can only be terminated for misconduct, but cannot himself leave until the period of training ends. Of recent years, with full employment, firms have found some tendency of unindentured youths to be attracted to other firms not long before the eighteenth birthday. Indentures are therefore becoming more general again. They are, of course, legal documents, which set out in great detail the duties and obligations of both parties to the agreement. The company agrees to teach and instruct the apprentice, or causes to be taught, while the apprentice undertakes not to reveal the company's secrets nor

damage its property, to be obedient and faithful, and to abide by the conditions of employment. The parent or guardian signs the agreement on behalf of the youth at the beginning of the apprenticeship. When the training period ends, the company endorses the indentures which become the property of the young man and the proof of his training.

Leaving Certificates are often highly decorated and illuminated. They are suitable for display in the owner's home and give him a sense of achievement.

Student Report Form

An opportunity for the youth to assess his own progress and to indicate the work he has been doing is given on the student report form. This can, if preferred, be combined with the shop report form, but it is desirable for the apprentice to have this channel of communications open to him. Many firms have them completed monthly, others only when moving from one section to another.

Supervisor Records

While apprentice records are well developed in many firms, it is surprising how few firms have any quick indication of training received by their foremen and chargehands in supervisory skill. This is an indication that in few firms is the training of supervisors carried out in a systematic fashion. Yet any training programme for either management or supervisors should be tailor made to fit the individual and extra attention is required in fitting coaching or courses to the individual's weaknesses.

Whatever the field of knowledge or supervisory skill covered, a course can only be a "shot in the arm", the effect of which will fade unless it is followed up. The Training Within Industry programme provides for this follow-up, but the number of firms who have adopted it is limited. Here again a record of follow-up training is essential to see that no one is missed or given training which is inappropriate. It is often noticed that there is a useful course being held somewhere, and whoever is available is sent. This may well be helpful to the individual, but a proper record system might have given a ready indication that some other supervisor would have profited still more, and the firm would thus have gained a greater benefit.

(Concluded)

A Practical Guide to the Factories Acts—3

By V. A. BROADHURST

The Legal Definition of a Safe Machine

Twice as many accidents are caused by transmission machinery as by prime movers and someone is injured by a prime mover every working day. This is reason enough for the severe legal requirements described in this article for safeguarding such machinery.

THE law is often called asinine by those who find it inconvenient. This epithet is probably justified in many cases, but in the sphere of industry the law demonstrates a lot of wisdom, particularly on the subject of safety. The Factories Acts recognise very clearly that many parts of machinery are dangerous as long as they are unprotected. If machinery is dangerous the Acts require that secure fencing be provided. It is always secure fencing which is demanded by law—never partial fencing or incomplete protection.

Consider the position under the Acts of prime movers for instance. Although a prime mover is defined so as to include such a *rara avis* as a wind machine, in practice a prime mover usually takes the form of an engine or electric motor. Every moving part of an engine and every flywheel directly connected to an engine must be securely fenced. It should be noted that there are no exceptions: even if the engine is in an engine house this fencing is necessary just the same.

In the case of electric motors, electric generators and rotary converters (which are all prime movers) every part, as well as every directly connected flywheel, must be fenced securely. In these cases though, there are exceptions. In each case the alternative of *equal* safety by position or construction is allowed. They must be *equally safe* to every person employed or working on the premises. This sets what is obviously a high standard as an alternative. Whether there is equal safety is a question of fact. **It cannot be emphasised too strongly that the only alternative to secure fencing is equal safety by position or construction and not merely partial safety or even a high degree of safety.**

Published records show that someone is injured on a prime mover every working day. This is twice the pre-war frequency so it is clear that much remains to be done to guard engines, motors and other prime movers in this country.

Between the prime mover and the "business end" of the machinery in a factory are the shafts, belts, pulleys and the like which constitute the transmission machinery. Every part of the transmission machinery must be securely fenced unless it is in such a position or is of such construction as to be as safe to every person employed or working on the premises as it would be if it were securely fenced. Thus, as in the case of electric motors, transmission machinery has to be securely fenced or to offer equal safety by position or construction. As already pointed out, this alternative implies a very high standard indeed.

There are twice as many accidents on transmission machinery as there are on prime movers. One case may be quoted to illustrate the kind of thing which happens. In a weaving mill a workman was removing the driving belt from the pulley of a loom whilst the machinery was running. The driving belt and pulley were, of course, parts of the transmission machinery. Suddenly and swiftly the belt seized hold of the man and carried him up bodily to the pulley on

the overhead shaft. Helpless, he was in danger of being strangled to death as the belt lashed him round the revolving shaft. Workpeople nearby fainted. Fortunately, a girl of seventeen had a cool head and the presence of mind to operate the stop button which brought the machinery to a standstill and so saved the man's life.

This incident shows several of the dangerous features of transmission machinery. It shows the sense in the requirement for belts and pulleys in motion being securely fenced and for the need for stopping devices. All too clearly it demonstrates the dangerous potentialities of a driving belt handled when in motion. It lends point to the legal requirement that idle belts should not be allowed to rest or ride upon revolving shafting.

Case for Common Sense

Other machinery is dealt with by section 14 of the Factories Act, 1937. This is probably the section of the Act which is quoted most often as it deals with all machinery other than prime movers and transmission machinery. There is, however, an immense amount of Case Law under this section, and it is growing constantly. There is no space here to discuss the full legal implications of this section. Indeed this would need a book; but fortunately the legal intricacies are for the lawyers, not for the executives in industry. It is the common-sense meaning and not the legal nuances which are of importance on the shop floor for jurists' hair-splitting does not save workpeople's fingers.

The gist of section 14 is quite simply that parts of machinery which are dangerous must be securely fenced. The alternative of equal safety by position or construction is allowed. This is the essence of the law on the subject and if it is remembered, many problems raised under this section can be answered immediately. Whether a machine is dangerous or not is a question of fact, and on this point the opinion of an experienced Inspector of Factories can be sought if necessary.

In addition to the Acts themselves, there are a number of Codes of Regulations which lay down standards for the fencing of certain machines. **Where both the Act and Regulations lay down requirements for the fencing of machines it is the standard stated in the latter which prevails.** Thus in the draft Regulations for the fencing of abrasive wheels, a standard of guarding different from the absolute one of the Act is demanded. If and when these draft Regulations become law, it is to their standard and not to that of the Act itself that employers will have to fence the abrasive wheels concerned.

Guards provided in accordance with the requirements of the Factories Acts have to be properly maintained in efficient working order and in good repair. This applies to all guards, but it has special implications in the case of interlocking guards which incorporate many moving parts that are probably actuated many times a day. Although the guards may continue to look all right if parts get out of adjustment, regular and careful maintenance is essential if accidents are to be prevented.

The Act also says that guards have to be kept in position when the parts requiring fencing are in motion or in use. The occupier of a factory has a legal responsibility to see that this requirement is carried out. Also it should be remembered that there are duties put on a person employed. The Act requires him to use any appliance provided for his safety and states that he must not do anything wilfully and without reasonable cause to endanger himself or others.

For nearly twenty years, suppliers of new mechanically-operated machines intended for factory use have been required to fence certain parts of the machines. That they do not fulfil this duty properly was revealed in the Annual Report of the Chief Inspector of Factories for 1954. In that year over 800 cases came to the knowledge of the Factory Department in which there had been serious default by the machine suppliers.

It is only certain named parts of new machines that the suppliers have to fence under the Act. These include projecting keys on revolving shafts, and friction and toothed gearing which, incidentally, have generally to be encased. Anyone who sells or lets on hire any new machine which does not meet the particular requirements of the section of the Act concerned is liable to a heavy penalty.

In addition to the provisions requiring guards for machines, Part Two of the main Act makes other demands related to the use of machinery. The Act prohibits women and young persons from cleaning machinery in motion where there is a risk of injury to them. It also goes into some detail regarding the training and supervision of young persons at dangerous machines. Certain machines such as power presses are named as being dangerous enough to warrant special legal requirements for young persons under 18 who are employed at such machines. They must be fully instructed as to the dangers arising in connection with the machine and the precautions to be observed. In addition, until they have received a sufficient training in work at the machine, they must be under adequate supervision by a person who has a thorough knowledge and experience of the machine.

A case arose in connection with a horizontal milling machine in the engineering industry. This machine is scheduled as a dangerous one in the appropriate Regulations so that instruction, supervision and training were legally required under the Act. A boy aged only fifteen was put to work on the machine. A youth of seventeen and a senior setter gave him some instruction. The boy then got on with the work himself. Before long he caught the right index finger on the revolving cutter as he was wiping the jig with a rag. The unfortunate boy lost his finger.

So the accidents continue to happen, constituting a constant challenge to industry. In 1954 there were over 700 fatal accidents and 184,000 disabling accidents notified to the Factory Department. In the field of industrial accident prevention there is still great work to do.

(To be continued.)

6 SAFETY POINTS

1. **Machines must be equally safe to every person employed on the premises.**
2. **The only alternative to secure fencing is equal safety by position or construction.**
3. **Safety should be further ensured by accessible stopping devices.**
4. **Seek the advice of the local factory inspector if you are not sure whether your machine is dangerous.**
5. **Guards must always be kept in efficient working order.**
6. **Makers of machinery are also under legal obligation to see that their products are fitted with the necessary safety equipment.**

What do You Know about Your Shop Steward?

Could We Reduce Friction by Studying his Job?

FOR some months now I have had a letter from Mr. "J. F." who describes himself as a "student of industrial affairs", and I have been waiting for an opportunity to discuss it in some detail. He takes us back to an aspect of human relations which we mentioned briefly in the January issue of this journal—the relationship between the supervisor and the shop steward. He writes: "I agree with you when you say that the relationship of the foreman (the representative of final authority) and shop steward (the men's leader) is often a confused and unhappy one. As I see it, this state of affairs arises because British industry has not given enough thought to what their respective functions might be, and where bad feelings exist as well the fire only needs a spark to set off an explosion. Some foremen have the knack of getting on with their shop stewards. What is their secret?"

Many of you who read this letter will have practical experience of working day by day with a shop steward. Could you share these experiences with us? If your relationships are harmonious, can you find half an hour to retire from the hurly-burly and ceaseless activity of the production shop to some quiet spot where you could analyse *why*? If there seems to be constant friction between you, do you think it is inevitable? Is it part of the structure of industrial relations which you, as one cog in the wheel, feel powerless to alter?

Here, for example, is an incident which stumped one superintendent. In his department there was a strict "No Smoking" rule. Every two hours, however, the men were allowed a short break to go out of the room for a smoke. One day one of his foremen knocked on the door of his office and ushered in the shop steward, saying he had just caught the latter having an illegal smoke in the department. The superintendent cautioned the shop steward, repeated the reasons for the "No Smoking" rule, and the shop steward promised not to smoke again in the department. As a result of the incident, the superintendent put up a notice reminding people that smoking was not allowed in the shop and that disciplinary action would have to be taken against any offenders. A few weeks later the foreman reported the same shop steward for once more infringing the "No Smoking" rule. He also said that life was being made very difficult for him by the other men for "splitting" on the shop steward to the superintendent. How would *you* have dealt with this situation if you had been the superintendent? What salient facts and feelings would he have to consider, and how would he set about weighing the significance of each aspect? What action should he decide to take?

NECESSARY PRE-CONCEPTIONS

Role Fulfilling

I WILL leave you to answer some of the specific questions raised by this problem, but I would like to take up some of the more general points which occurred to me when I heard about this case. Mr. "J. F." puts his finger on one aspect when he says that we have not given enough thought as to what are the respective functions of foremen and shop stewards. In all human relationships we have expectations about how people should behave in different situations. This behaviour is defined by the sociologists as the "role" which the person fulfilling that function is playing. So we expect a bishop to be dignified, a comedian to be funny (and get a shock sometimes when we meet one in private life and find he is *not* cracking witty jokes every second!), a mother to be maternal and a diplomat to be suave. While a person is in a particular role, we expect him to behave in ways which we consider appropriate to that role. Thus we need to define more closely the respective roles of shop steward and supervisor, and we need to *train* the holders of these roles to play their respective parts.

I was talking recently to the education director of an American trade union who was over here on a Fulbright Scholarship to study British trade unions and, in particular, to study their educational programmes. I asked him what he had learned to take home with him. He replied that the W.E.A. had a lot to teach the American labour movement, but that he believed our British trade unions should be doing much more to train their shop stewards in the nature of their functions. They should be taught *how* to represent their fellows; *how* to present a grievance; *how* to behave in a joint consultation meeting; and so on. These "bread and butter" courses are perhaps given too much emphasis amongst United States unions, but at least the shop steward is prepared to fulfil his role more skilfully and knows both his rights and his duties when he has been through such a course.

How about the supervisory side of the picture? Are all supervisors and foremen fully familiar with *their* role in relation to the accredited

Can Courses Help?

For good or ill, the shop steward is today one of the key men in the British industrial scene and for that reason, says Discussion Leader, it behoves all ranks of management — especially those who work closely with him—to learn the facts about his job and about the man himself. It might also pay dividends to follow the American idea of special courses for shop stewards to teach them how to represent their workers. Do you agree? Or do you think the majority are already too indoctrinated for courses to do any good? A guinea will be paid for each letter published on this subject.

representative of the trade union movement in their shop? Here are just a few questions which a supervisor may find worth asking himself. I hope you will add many more. Your shop steward will most likely be "word perfect" about the agreement which his trade union has signed with your company, or with the Federation to which your company belongs. Are you? Many questions can be amicably settled if both sides know the correct facts. The Factories Acts make many statutory provisions for the health and safety of women and young persons in industry. Do you know how these affect your particular shop? Your shop steward should know these provisions, too, and here is one aspect of industrial life in which you could both work harmoniously together for the benefit of everyone.

If you have an incentive bonus scheme depending on the setting of rates, do you know the basis for all the rates in your department? Your shop steward may have attended a trade union course where he has learned to understand and apply some of the basic principles of time and motion study engineering. If you both know something about it, you have a firm basis on which to argue. Have you studied the personality and motives of your shop steward? Is he in the job because he believes in the trade union movement, or because he is ambitious and wants to climb the trade union ladder—or because he is a man with "a chip on his shoulder" who feels most comfortable when he is fighting authority? It is easier to work with someone you understand, and if you show that you are trying to understand him he will respond by studying you more closely.

Have you thought about your function and his in relation to each other and to the company? Do you see spheres in which you are overlapping and "getting in each other's hair"? Do you see other spheres where you would be complementary to each other? Are there areas of complete disagreement? How about your respective relationship to higher management? Do you feel you are being used as the channel through which your shop steward and higher management are communicating with each other—or is there a local by-pass which is leaving you stranded in a backwater? Let us all hear about it!

DISCUSSION LEADER

A Research Service on Wheels

BELIEVED to be the only mobile cinema and demonstration unit of its kind in the country is this 14½ ton, 80 h.p. mammoth belonging to the Production Engineering Research Association (PERA). Manufactured at a cost of £10,000 the unit has an over-all length of 60 ft. and comprises a complete 24-seat cinema in the fore-unit and an exhibition and lecture room in the trailer.

The unit is used for touring the works of PERA's 500 members and other firms throughout the British Isles to illustrate what the Association is doing. Its services range from talks and illustrated lectures to refresher courses and training schemes, but the mobile unit is one of the most effective, and certainly the most novel, means of teaching offered by PERA.

The Association was formed in 1946 and today at its Melton Mowbray headquarters it employs about 170 people of whom about one-third are qualified engineers. It is supported by grants from Government and industry, its object being to carry out research into production operations in the engineering industries and to pass on the results of that research.

The unit illustrated here was purchased from an American Foreign Aid grant of £25,000, part for the vehicle's construction and part for maintenance. During the first two years the unit has covered some 6,000 miles visiting factories in Scotland and the North of England. Its crew comprises a senior driver and co-driver (who also act as projectionists) and a qualified engineer who is in charge of the party.

Films are projected by means of a *G. B.-Bell & Howell* 630 magnetic-optical sound model, located in a booth above the driver's cabin. The booth is large enough to permit an operator to superintend presentation not only of films but of slide transparencies on a slide projector—a valuable adjunct to the projector—which enables the lecturer to present still-studies of a particular operation for close examination by the audience.

A selection of films and slides suited to the itinerary are carried on tour, and are presented at separate performances to groups of 24 at each showing, subjects including automation, machining of metals, presswork and other production techniques.

Films shown have running times of fifteen to twenty minutes and the complete shows last about an hour, including the lecture. After the filmshow, the audience moves into the demonstration unit at the rear to discuss at length—with the aid of models and diagrams—the subjects already dealt with by film and slide.

The films themselves, which are produced at Melton Mowbray by the association's own photographic unit, provide an excellent means of conveying a particular line of thought in the manner required.

Cinema and

Lecture Room.

This Thing Called Work Study

Outline of Work Study—Part I: Introduction. *British Institute of Management, 28 pp., price 3s. 6d.*

WORK study is the application of detailed analysis to work. The first formulation of its principles dates back as far as forty years and isolated applications have been successfully pioneered during the whole of the intervening period. Only in the past five years, however, has the realisation spread that the basic discipline of work study and the attitude of mind that it generates enable it to be applied to a wide variety of activities in industry, commerce and other fields. It is not confined to highly repetitive operations but can profitably be applied to jobbing, maintenance and many other kinds of work in which there is little or no repetition. Recent applications have led to improved and more productive methods in such divergent quarters as agriculture and the retail store. Work study is universal; it can be as useful in the household kitchen as it is on the factory floor.

A measure of the growing interest in the subject during the past few years has been the steady demand for the general introduction to work study first published by the British Institute of Management in 1951. Under the title "Outline of Work Study—Part I: Introduction" this B.I.M. booklet is now re-issued in a completely revised form incorporating recent experience and brought into line with current wider thinking. Part II of this series, a volume devoted to Method Study, was published in October, 1955. (See *Personnel Management*, February, 1956.)

For the Non-Specialist

The object of the present introductory volume is to give the non-specialist general manager all the background information that he needs as to the principles of work study, the purposes for which it can be applied and the results that may be expected. Chapters devoted to Method Study and Work Measurement, the two complementary branches of Work Study, foreshadow the more detailed study of these subjects in the later volumes. A final chapter on "Work Study and Management" clearly outlines the manager's responsibility in this field. "Work study", it says, "is no more a substitute for good management than it is for technical knowledge and experience in the different specialist functions. Provided this is continuously borne in mind, the various techniques comprise one of the most powerful tools at management's disposal in the day-to-day business of developing and directing an organization." At the same time "in itself work study can achieve nothing. For success it depends entirely upon what use is made of it by responsible management".

In a foreword to the booklet a warning is issued to management on three points connected with work study. These are firstly that the conviction of its value and the drive to apply it must come from the top; secondly that management must make clear to all concerned what it is trying to do and why and thirdly that, although work measurement is an essential part of work study, it is vitally important that methods should be analysed and improved as far as possible before any attempt is made finally to measure and set standards for the various jobs concerned.

PRECIOUS PLANTS

Case Studies—2. Plant Maintenance in Thirteen Industries. *British Productivity Council. 64 pp., 2s. 6d.*

HOW much production is being lost in factories because of failure to keep plant up to its work? Without doubt the loss must be reckoned in millions of pounds a year, for during an enquiry carried out by the British Productivity Council a surprisingly large number of manufacturing organisations admitted that they did not operate any set programme of preventive maintenance of their machinery and appliances.

Top executives are usually punctilious about having their own motor cars serviced at regular intervals. Yet many of them do not take the trouble to give similar care and attention to items of equipment in their factories, many of which may cost more than the most expensive of cars. It follows that their factory production must fall off as the efficiency of the machines declines.

It is true that no preventive maintenance scheme can be started successfully without spending both time and money. But that such schemes are widely applicable in industry and can produce substantial financial returns is shown in a pamphlet now published by the British Productivity Council.

This publication is the second in a series designed to illustrate, by quoting case study examples, practical steps which have been taken to apply specific industrial techniques. It reveals the methods adopted by thirteen British firms to introduce schemes of preventive plant maintenance. The industries covered are diverse, ranging from aircraft production and biscuit making to the manufacture of paper boxes and steel tubes.

The details of application vary not only from industry to industry, but also from firm to firm. For what these studies reveal quite clearly is that there is no such thing as a tailor-made preventive plant maintenance scheme capable of universal adoption. No two of the schemes referred to are identical in detail. The size of the team responsible for maintenance and the degree of application are only two of the many factors which each firm has had to determine for itself. Some managements have applied work study to their maintenance operations; others have yet to be convinced of the practicability of so doing. A number of firms have introduced successful incentive schemes for their maintenance workers; others prefer to pay day rates. There are many other examples of diversity of application.

Are the results worth while? The publication, instead of producing statistical evidence, refers to the comment of a chief engineer who remarked: "Prior to the introduction of a scheme in my factory I was called out of bed about three times a week on the average. Now I sleep at nights undisturbed."

Employee Dynamics, etc.

Psychology of Personnel in Business and Industry. *Roger M. Bellows. Staples, 42s.*

"BY their works shall ye know them." Thus one may gauge the importance of business in the American way of life by the number of works on industry and commerce. Management literature over there forms part of the national culture: it is not, as in this country, a thing apart.

This particular volume is one of the latest tomes designed to keep the executive in touch with current thinking on his topic. It seeks to provide a link between research and the *application* of research results to personnel problems. It is a revision but the facts added—on employee dynamics, leadership and social organisation—have been chosen with a view to their usefulness to practising management. The emphasis is as much on the work satisfaction of employees as on their efficiency.

For these reasons, despite the American flavour of the examples given in support of the book's ideas, *Psychology of Personnel in Business and Industry* can be read with value by British personnel officers. It only remains to say that some parts are very dull, some fascinating and that it carries the usual exhaustive quota of tables and diagrams.

PEOPLE AT WORK

Key Clerks Lose in Wage Trends

A RISE of between 39 and 154 per cent in clerical salaries since 1946 is recorded by the Office Management Association in its *Clerical Salaries Analysis*, 1956. Most clerks, says the report, have not shared fully in the increased prosperity of the country, and the increase for those on routine work has been greater than that for male clerks (Grade F) on the most responsible work.

One encouraging feature, however, is that the increase in salaries for adult clerks since 1954 varies between 13 and 18 per cent.: this is about twice the increase in the cost of living in this period. In the case of young clerks under 20 the increase during the last two years has been even greater—between 18 and 24 per cent.

The *Analysis* noted no further movement towards equal pay in the two years 1954/56; the narrowing of the gap which was going on after 1946 seems to have been checked in industrial and commercial offices. There are signs, however, that "the granting of equal pay may be just beginning to have some effect in areas where competition from public offices is keen".

Highest salaries for clerical workers are in Merseyside, Central Clydeside, South Wales, City and West End of London.

A copy of the *Analysis*, price 30s., containing full details can be had from the Office Management Association at 58, Victoria Street, London, S.W.1.

Bad Roads Because—

MUCH criticism is heard these days about the state of Britain's roads, in particular about the lack of imagination shown by successive Governments in tackling the sore need for new and better ones.

It would appear, however, that the lack of adequate roads is not entirely due to the stultified official mind. An article in *Municipal Engineering* points out that in 1955 the total number of roadmen in England and Wales was 31,476 compared with 53,534 in 1939. This shows a fall of 41.2 per cent.

Examination of the age groups shows moreover that the position is far worse than the numbers indicate. If present trends continue, 90 per cent of roadmen will be over 50 in ten years' time. Again, many new recruits fall short of the pre-war standard.

Yet by far the most serious factor is that conditions of work are not nearly so good as in industry. Roadmen have to work in all weathers and at all times of the day and night. Often they have to work on roads far away from their homes and bring their own meals. There are few recreational or transport facilities and wages are lower than in industry.

The chief way of improving matters is to increase the effectiveness of the productive unit by new plant and better management.

Wages Guide

THE tenth edition of *Time Rates of Wages and Hours of Labour*, dated April 1, 1956, compiled by the Ministry of Labour and National Service, shows for the more important industries and occupations the minimum or standard time rates of wages, the dates from which these rates became operative, and the normal hours of labour.

Particulars are also given, where available, of the basic rates for piece-workers, the additional rates payable to shift and night workers, and, where they exist, of the arrangements for a guaranteed weekly wage.

Three appendices give details of rates of wages for young workers in a selection of industries, and of overtime rates of pay, and arrangements for paid holidays in the industries included in the main part of the volume.

In general the information relates to the position as at April 1, 1956, but subsequent changes in rates of wages that were known before the final proofs were sent to press have been incorporated.

Information Please

THE Committee set up by the National Joint Advisory Council, under the chairmanship of Mr. Robert Carr, M.P., Parliamentary Secretary to the Ministry of Labour and National Service, wants evidence about the working of the apprenticeship system and other forms of training. A questionnaire is to be sent to all employers' and workers' associations. In addition the Committee invites any person or organisation who wishes to do so to submit evidence.

Evidence should be sent in writing to the Secretary of the Committee, Mr. K. H. Clucas, Ministry of Labour and National Service, Ebury Bridge House, London, S.W.1, not later than October 31, 1956.

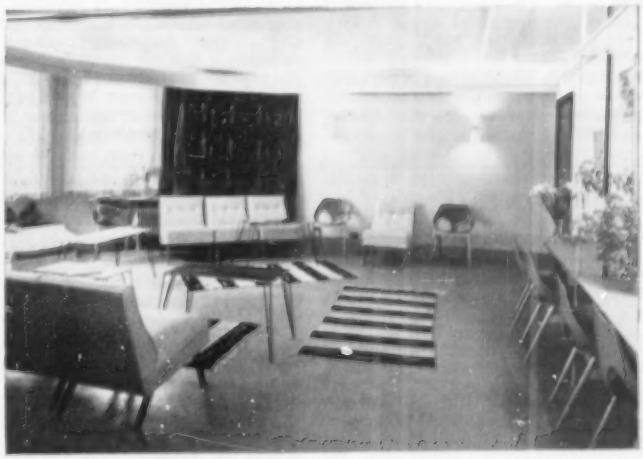
Vacancies List

WHEN the *Directory of Opportunities for Graduates* is published in January, 1957, it will be the first and most comprehensive publication devoted to openings for graduates in business and industry. It is to be distributed free to every last-year University student throughout Great Britain.

The *Directory* will contain detailed announcements by leading business organisations setting out the openings available in their firms, the type of graduate they want to employ, and the salary and prospects they have to offer him. It was first published in 1955 as a supplement to the handbook "Oxford University What's What" and was also distributed as a separate publication in Cambridge.

The success of this pilot edition, which

THEY DESIGNED THEIR OWN STAFF ROOM



The new staff room of the redesigned head office quarters of **Colt Ventilation Ltd.** at Surbiton is particularly interesting for the staff were given carte blanche to design it for themselves and select the furniture. The wall panel and pictures in this room are, in fact, by a member of the staff.

was endorsed by the Oxford University Appointments Committee, and its enthusiastic reception both by undergraduates and advertisers have demonstrated that there is a very real need for a publication of this type.

New Safety Standard

THE four-year-old British Standard for safety boots and shoes (B.S. 1870) has been revised and is now being published in two separate parts concerned with leather and rubber footwear respectively. The first part, now issued, concerns leather boots and shoes worn by (*a*) general industrial workers and (*b*) miners.

Generally speaking, leather footwear made to B.S. 1870 will wear well and provide workers' toes with good protection against blows. Experience gained by manufacturers and users since the standard was first issued in 1952 has been taken into account in specifying methods of construction and minimum quality of the materials. The use of synthetic thread (nylon or terylene) is now permitted to cater for the needs of workers in the chemical industry—where the conventional linen thread may not stand up to the corrosive action of acids and so on.

Boots and shoes covered by the standard have to pass the falling-weight test specified in B.S. 953. This rules that protective toe-caps should be capable of withstanding a blow of 60, 100 or 150 ft. lb. depending on the kind of work to which the boots will be put.

Provision is made in the standard for the use of the B.S.I. certification mark, which may be applied under licence by makers whose products comply with the standard. A very high proportion of all safety footwear is covered by this mark which nearly 50 manufacturers are licensed to use. The National Coal Board and other big industrial organizations buy nothing but these B.S.I. approved boots and shoes.

Copies of this Standard may be obtained from the British Standards Institution, Sales Branch, 2, Park Street, London, W.1. Price 3s.

"It's an Ill Wind . . .

WITHIN a few hours of the announcement that the *British Motor Corporation* had declared redundant several thousand men at BMC plants in Birmingham and Oxford, Mr. W. E. Bullock, production director of *Guy Motors, Ltd.*, of Wolverhampton, had despatched a van and staff to the employment exchange at Selly Oak, Birmingham, to offer jobs to displaced men from the Austin works at Longbridge. The van made several journeys into Birmingham, and as a result of this "Commando" recruiting campaign nearly 500 inquiries were dealt with on the spot.

EMPLOYMENT EXCHANGE
GUY MOTORS LTD WOLVERHAMPTON
Immediate VACANCIES for SKILLED TURRET LATHE OPERATORS on DAY or NIGHTSHIFT. ADDITIONAL ALLOWANCES for NIGHTSHIFT WORKERS
Apply VAN DRIVER
GUY MOTORS LTD SERVICE DEPT.
Mr. McDonald at the local employment exchange.

In consequence, approximately 70 men—the majority of them ex-*Austin* employees—have been given jobs at *Guy's*. This commercial vehicle firm emphasises that the vacancies filled were due to a general shortage of labour which has existed since 1939, and not to any new expansion programme.

Mr. C. W. McDonald, *Guy* works manager, said that all immediate vacancies had now been filled, but it was possible that more men would be taken on once the new employees had settled down. He added "This increase in the labour force has permitted us to introduce methods of production which will result in increased output—methods which have hitherto been impossible owing to the scarcity of labour. The general shortage of labour until now made it necessary for one man to be as versatile as possible in order that he could readily adapt himself to more than one job. It should now be possible to permit more specialisation, with consequent production increases, and the new men should be able to earn wages comparable with those they were receiving in their old jobs."

A *Guy* coach is transporting the workers to and from Birmingham; the coach which takes the day workers home at night returns with the night shift men.

APPOINTMENTS

SIR BRUNEL COHEN relinquished the chairmanship of *Remploy Limited* on July 20, but will remain as vice-chairman, a position he held for five years before taking over the chairmanship. He is succeeded as chairman by **MR. A. T. S. ZEALLEY** who retired last year from the Board of *I.C.I. Limited*.

SIR GUILDHAUME MYRDDIN-EVANS has been unanimously appointed chairman of the Governing Body of the International Labour Office for the coming year. This will be the third time that Sir Guildhaume has held this office. He was elected chairman in 1945 and was re-elected the following year. It is the first time that the office has been held on three occasions by the same person.

MR. D. FULTON, formerly Sales Branch Manager, Glasgow North, has been appointed Manager of Personnel of *H. J. Heinz Company Ltd.*

MISS GWEN RHODES has been appointed personnel officer of *Wormalds & Walker Ltd.*, the Dewsbury blanket manufacturers, in succession to **MR. JOHN E. CALDER.** Miss Rhodes, throughout most of her working life, has been employed in the administrative side of the textile industry and during the war she spent five years in the W.A.A.F. Mr. Calder has joined Autodrome (Engineers) Ltd., a light engineering firm in Lancashire, as personnel manager.

MR. MICHAEL SMEDLEY has been appointed chief personnel officer for *Smedley's Ltd.* In this position he will be responsible for labour recruitment for the group and the administration of apprentice and trainee schemes. At the same time, he continues as deputy works manager of the firm's Wisbech factory. He is 26 and started in the firm as an apprentice.

Points to Watch When Starting a Small Canteen

Running a small canteen calls for much thought and ingenuity. Given, however, a good cook and a modicum of planning such an establishment will more than repay all the time and trouble taken. And where a canteen is just not possible, a snack bar is better than nothing.

By M. F. FINCHAM

SOME 95 per cent of British firms employ less than 200 people, and of these about 75 per cent employ less than 50; it is seen, then, that a large section of our working population is absorbed by firms ranging from the small to the very small.

Such a distribution of labour emphasises the importance of the small canteen in the industrial welfare pattern. True, many firms—offices notably—still make no provision for staff catering but, in line with current thinking, these business houses are becoming the exception rather than the rule. The principle that management ought to do something about the food requirements of their employees and in addition put some place at their disposal where personal relationships can develop is now widely accepted. How, then, can management set about providing such a service even where circumstances at first glance seem prohibitive?

First of all comes the question of premises. Many firms faced with what seemed a crippling lack of space have made ingenious conversions of basement areas, of old offices, rest rooms and the like. But even when all the ingenuity in the world cannot find the necessary room for a canteen providing a mid-day meal as well as drinks for the morning and afternoon breaks, it should be borne in mind that a snack bar is better than nothing.

Assuming, however, that the necessary space can be found, the success of your projected canteen will depend on two people: its administrator and your cook.

Where the number of full meals to be served each day is in the region of 50, the employment of a full-time canteen manager is not warranted, and so it usually falls to the lot of someone connected with the firm's welfare policy to take charge of the canteen's administration. This person must in turn of course be able to rely on the services of a good cook. (And if the cook is adaptable and intelligent enough to take some of the chores off the hands of the administrator—chores such as the booking in of stores and the reception of customers—so much the better.)

As regards the actual meals, it is a self-evident proposition that the best canteens always offer a choice. This, however, can be quite a headache in the case of the small unit but one that can be much reduced by a system of pre-ordering. Then of course different menus can be prepared with a minimum of wastage. Where there is a steady trade, no ordering is needed, but if a *special* is offered booking on the day before service is advisable. Again, where the small unit is concerned, a good store cupboard is most important for then an unexpected diner can be fixed up with something tasty at a moment's notice. In such matters it becomes apparent why the cook is such a key person.

As will be clear the small canteen cannot hope to enjoy the usual economies of scale, and this is brought home particularly in the matter of food costs and labour charges. The essence of the good small unit is its homeliness and the curious thing is that people eating in a small restaurant expect food much nearer home standard than they would in a large establishment which nevertheless gets a price discount for quantity buying. Again, the small canteen must employ a minimum number of staff who could doubtless cope with twice as many meals if the customers were there.

Price fixing of the main meal is determined by two main factors: the total costs to be met and the profit, if any, from the sale of beverages and sundries. If these latter find a ready market and are charged realistically, the surplus on these could be used as a further subsidy on the lunches so that they could be sold at a price lower than the sum of production costs.

Some system of accurate accounting must be maintained however small the numbers catered for. Simple controls and records can be kept by a variety of methods. Purchase transactions, for example, can be by cash or ticket or both, while an exercise book with variously headed columns can be used for entering small items such as buns, cigarettes and drinks sold daily during short breaks. Deviations from normal sales can thus be readily spotted by reference to the daily columns, and by accurate stock control and measurement of commodity consumption there is another check on sales.

It will probably be the administrator's task to keep control of the "cash received" book and he or she may also have to buy the stores after consultation with the cook. The cook should nevertheless be able to lighten the task by checking the supply and discharge of stores and by reporting any discrepancies. If these records are kept daily or weekly it should be relatively easy to produce receipt and expenditure accounts and balance sheets. And if, as is not unusual, "daily usage" cannot be managed the best way of keeping an eye on costs is to take stock weekly and add the cost of consumption from stock to purchases of perishables and compare the total with revenue.

Quality control can be a matter of co-operation between the cook and the administrator. Regular periods can be set aside for the discussion of canteen affairs and there should be weekly meetings between the two to plan the menu; this latter is an essential. Of course in such discussion matters like the quality of food, its purity and its presentation should always have an important place. In this way standards will be kept high and the canteen will pay dividends both to management and customers.

A Joint Effort Brings Better Catering

THE new staff restaurants opened recently at the head office works of the *Marley Tile Co. Ltd.*, at Sevenoaks, are the result of complete co-operation between two large organisations. Previously, a small canteen seating approximately 100 tried to serve a potential of 350 people, and full service had to be continued during the redesigning and rebuilding.

Designed in three sections with folding doors, so that the area can be opened up into one large room for social occasions, the restaurants now take 346 people at one sitting.

The original canteen provided hatchway service in a very limited space, and *Lyons* were asked to plan the new services incorporating this area in the new premises. *Marley's* own staff erected the shell of the building and, as the work progressed, *Lyons* planned the premises to provide an executives' dining room seating 48, a staff dining room seating 130, and a works restaurant seating 168. Both the staff and works rooms are based on cafeteria service, and the executives' dining room has full waitress service.

As in all works restaurant jobs, the Lyons Industrial Canteens Advisory Service worked to a specific budget laid down by *Marley*. This costing system is based on the need to avoid operating necessarily for profit or loss, but specifically to provide economically a meal and snack service to suit the employees' pay packet. A midday meal here (the same food in each of the restaurants) costs, for example, approximately 2s., and consists of an entrée plus two vegetables and sweet. This excludes beverages, but includes an average daily choice of three sweets or cheese and biscuits. The cafeteria service also carries subsidiary lines such as soups, cakes, bread, rolls, etc., so that the mid-morning and afternoon tea breaks are completely catered for.

When all the equipment had been installed *Lyons* undertook a complete trial run to check that everything was working satisfactorily and then liaisoned with the *Marley* staff manager regarding the engagement of staff and the training—at Cadby Hall—of the manageress.

Finally, as part of its Advisory Service *Lyons* provided supervision for buying and put into operation their own costing control system to ensure that the three restaurants would be kept running at an economic level.

The smooth working of the new services, which have already met with considerable approval from the staff, can be regarded as a joint tribute to the two firms in providing such excellent facilities for staff welfare. Food, hygiene, furnishings and layout are all of the highest standards.

Above we show a view of the new works restaurant of *Marley Tiles Ltd.* with the staff canteen beyond. Division of the two rooms is by a *PVC* leathercloth curtaining. In the far distance can be seen a similar partition behind which is the executive dining room shown in the lower picture. All three rooms can be opened up to make one large area, ideal for social activities.

CANTEEN ADVICE BUREAU

Please send us details of your canteen problems. These will receive our prompt and expert attention.

We have a canteen on these premises, and a suggestion has been received by our canteen committee that it may be more economical in future if we were to purchase potatoes in bulk and store them on the premises. Therefore, I should be very much obliged if you can let us have particulars regarding the storage of potatoes, i.e., ventilation, temperature, etc. (R. J. S., London).

AT this time of the year it would certainly not be advisable to contemplate bulk buying and storage of potatoes. You would be well advised to continue to buy on a day to day requirement for the season's old potatoes are nearing the end of their useful life.

In the winter months it may well pay to consider the advantages of bulk buying and storage. You must be quite sure that your supply is mature and quite sound. A reasonably cool temperature is a prerequisite and plenty of air space is needed between the sacks which should never be piled more than two high. They are best raised on duck-boards so that ventilation is increased and there should not be too much light in the storage room. Periodical inspection is necessary to avoid losses. Any further information you might require can be had from the Potato Marketing Board. (Kensington 4874).

I am anxious to obtain details of the provisions for providing equipment for making tea during break periods and the provision of canteen facilities. Our works employ 40 persons and, if possible, I wish to obtain our precise obligations as far as canteen facilities are concerned. (M.D., Lincoln).

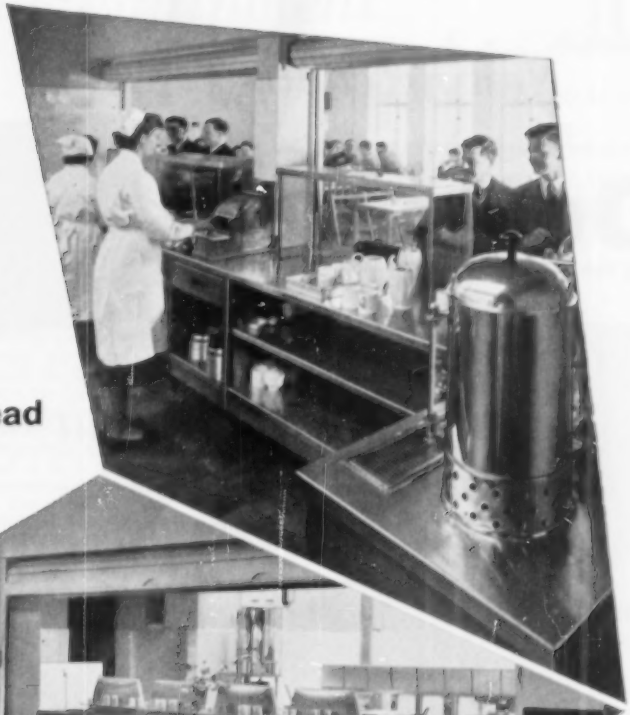
THE Minister's powers to make Regulations under Section 46 of the Factories Act, 1937, have in fact been exercised. The Regulations so made (and other Regulations and Orders which are relevant) have limited application. Assuming that the factory is as the letter-heading indicates, a joinery, there are no Regulations applicable in this connection.

On the other hand, if any poisonous substance (e.g., lead priming paint) is used, the drinking of tea, etc., and eating of food is prohibited in the room(s) in question, and suitable provision must be made elsewhere in the factory for the workpeople concerned to take food and drink.

Also, under still another section of the Act, if women and young persons are employed in any process involving the use of lead compounds (which may include lead paints) with risk of splashing, etc., a messroom must be provided to standards laid down in an Order.

In short, for a joinery employing 40 people, unless there is some special or unusual process, the only legal requirement is for facilities for persons handling poisonous substances.

A
BARTLETT
Canteen
—of course
at our new
Hemel Hempstead
factory



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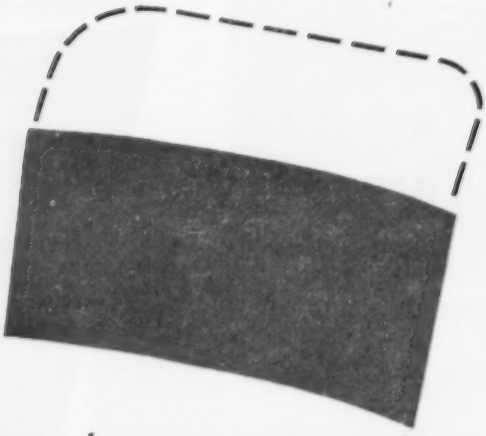

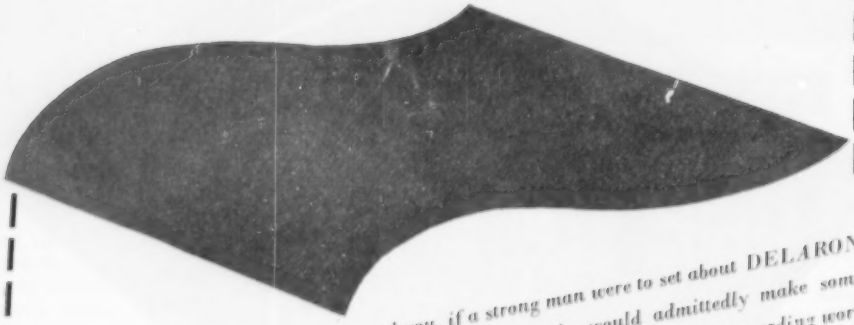

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New Industrial Equipment

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Readers who wish to know the suppliers of any of the products referred to in this section are asked to write to the Editor, quoting the reference number which appears at the end of the paragraph. We are always glad to consider for publication descriptions — preferably accompanied by an illustration suitable for reproduction—of new products.

Canteen

NO EXCUSE FOR BURNING

WHERE canteen meals must be cooked for a night shift or during the absence of the chef, the *Auto-Timer* will find useful applications. It enables any normal thermostatic electric oven to be controlled automatically for a period of up to 12 hours.

A wall-mounted 25 amp. switch mechanism with easy wiring facilities, pre-sets the time at which the oven switches off. The timer is available for 200/250 v. A.C., 50-cycle supply only. **(PM/1137.)**

Seating

TIDY COMFORT

IN light industry where proper seating for the individual worker is so important the *Flowchair* ensures maximum efficiency and maximum comfort. This new type of industrial seating is tailored to fit body structure and provides firm yet flexible support to the lumbar regions, correcting faulty posture and preventing muscle fatigue. The flexible back support holds the back in the correct position while the foot rest rises, falls and swivels with the seat which is continually rotatable in any direction. By means of a simple locking device the height of the plywood-shaped seat is adjustable between 1 ft. 6 in. and 2 ft. 3 in. Finished in green stove enamel each *Flowchair* can be fitted with a metal locker, size 14×8×7 in. to hold all the operator's personal belongings. **(PM/1138.)**

Efficiency Aids

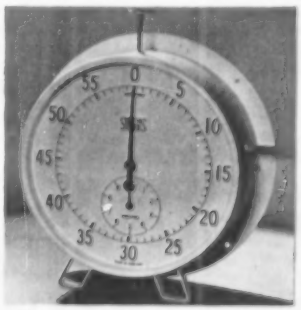
VERSATILE SURFACER

SURFORM is a new hand-surfacing tool which can be used on wood, rubber, leather, fibre, plastics, copper, aluminium, lead, etc. By means of its replaceable high quality carbon steel cutting strip which has 500 separate blades each with a 35° cutting angle, it can work faster than rasps and files on all materials up to the hardness of mild steel. Because the depth of cut is strictly controlled there is no need to use

excessive pressure. The controlled depth of cut and the absence of clogging mean that a completely unskilled user can plane and form to craftsman standards with this tool. Another form of the *Surform* tool files, forms, spokeshaves and planes wood, rubber, leather, fibre, plastics and non-ferrous metals on the same principle as the former tool. **(PM/1139.)**

INDUSTRIAL TIMER

A NEW 8 in. seconds timer has been produced to satisfy an ever-growing demand. It has a robust metal case with three fixing positions, i.e., free-standing, permanent and temporary (keyhole) wall fixing. The operation is similar to that of a stop watch. Started by depressing the side lever, the timing process is stopped merely by returning the side lever to its original position. The larger dial



indicates seconds from 0-60 with a bold subsidiary dial showing 0-10 minutes. Both hands will return to zero when the plunger at the top of the case is pressed down. This action also winds the timer automatically in readiness for the next operation. **(PM/1140.)**

QUICK CHANGE HACKSAW

THE *Rolls* hacksaw frame has been specially designed to eliminate all the usual troubles associated with this universally used tool. To eliminate the time-waste and inconvenience of the orthodox saw this hacksaw frame has lightning adjustment for length, tension, angle of blade, or changing of blade—all controlled by one thumbwheel only, which can be operated by one hand,

leaving one hand free to manipulate the blade. The blade turns in sectors of 45° through a full circle and automatically aligns itself in the position required. In addition the hacksaw always remains in one piece. **(PM/1141.)**

VISUAL CONTROLLER

A NEW visual control system with wide applications has been devised which uses specially treated plastic symbols, numerals and indices with a

static electricity content. This permits adherence of these units to a plastic wallboard making possible fast, simple and permanent recording of movement of vehicles, components, factory units or workers, etc.

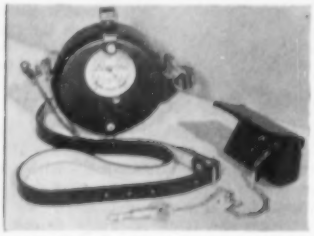
The wallboard is sheet plastic with rulings, spacings and other permanent data as required for the specific purpose. The board and the symbols can be of any colour, size, design or type according to need. The board can be written on, is waterproof and weatherproof and can be cleaned with a damp cloth. The symbols can be fixed to the wallboard by hand pressure and they remain firmly fixed even when rubbed over. They can, however, be removed easily by picking off.

Completely new and believed to be the first system of this type, the method has the advantages of lightness in weight, simplicity of operation and low cost. **(PM/1142.)**

Safety

SECURITY MADE EASY

THIS new watchman's portable clock is the first of its type to be produced entirely in this country. The principle of the system is that small station boxes containing numbered keys are secured at selected points around the building. By the watchman turning each of these keys in a portable clock, the station

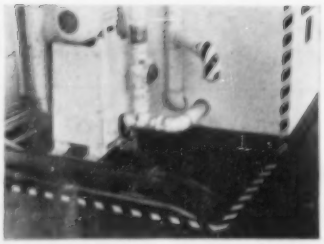


number (printed red) and the time at which it was visited (printed black) is recorded on a tape inside the clock. The portion of the tape already printed can easily be removed from day to day for checking. Each tape accommodates over 1,750 recordings. Weighing only 4 lbs. the clock is fitted into a leather carrying pouch complete with shoulder strap. It can only be opened by a master key and cannot be tampered with. It has an 8-day movement needing no supervision during weekends and holidays.

The use of this new system is not only confined to the night watchman on factory premises but it can be used by fire-protection personnel, watchmen at banks, offices, departmental stores, ships, etc. **(PM/1143.)**

LOOK OUT FOR DANGER

A USEFUL innovation is *Lasso Zebra* warning tape. Produced with vivid yellow and black diagonal stripes, it can



be used to pick out the sort of danger-points which so easily cause accidents—low girders and beams, high voltage fuse boxes, and walls which project dangerously.

The tape replaces the painting and stencilling of warning notices. Printed under a fine protective film, the stripes maintain their brilliance with complete protection against abrasion, moisture, alkalis and acids. The tape has a long life and can be stripped off easily for re-use. **(PM/1144.)**

QUICK-RELEASE OVERALL

FINISHED with a durable anti-flame finish a new quick-release overall has been made especially for magnesium polishing and grinding. It is a surgeon's type coat fitted with tapes which tie across the wearer's back and which are easily breakable should an emergency arise and the quick removal of the coat be necessary. A piece of leather is attached to the front of the coat on six service type buttons. The material will withstand washing and remain flameproof for the average working life of the garment. It is also air permeable. **(PM/1145.)**

WASHABLE DUST FILTER

MADE from flexible sponge material the new pliable *Itex* dust filter fits any face shape. It is a one-piece filter which dispenses with the inconvenience of replacing filter pads and there are no metal parts to corrode or break. It is light-weight and easily cleaned, and

sterilised by rinsing in warm soapy water or mild disinfectant solution. The filter has been especially designed for protection against ordinary non-toxic dusts and spraying hazards and the large filter area enables it to be worn comfortably for long periods without restricting the wearer's breathing. **(PM/1146.)**

HEAD OR BELT LAMP

A NEW inexpensive and versatile inspection lamp has just been introduced which is powered by three *Drydex* T20 cells. The reflector housing, normally clipped to the battery container, can be worn on the forehead to leave both

hands free. The elastic headband for this purpose is carried in the case when not in use. A belt clip and button attachment are also provided.

The lamp is finished in silver grey and chromium and is fitted with a pre-focus bulb—a spare is carried in the case. **(PM/1147.)**

Building

NEW TYPE PREFABS

CRANLEY prefabricated, reinforced concrete buildings have recently been redesigned and improved for better appearance, strength and increased speed in erection. Windows are of a large variety of reinforced cast concrete and special gable types can be supplied if required. Gable overhang and over-hanging gutters improve the appearance and keep erection speeds up and costs down. Roofs are fitted with wire-mesh reinforced patent glazing for increased lighting and greater security against fire risks. Two-inch thick thin-wall panels can be supplied where insulation is not required, but the whole building can be heat-insulated if required. The rafters are sufficiently strong to carry a monorail crane as in machine shops, engineering

workshops and garages. But they are, of course, also admirable for use as canteens, warehouses, etc. **(PM/1148.)**

Handling

ALL-PURPOSE TROLLEY

THE new *Rak-a-Tier* truck has a vast range of application, particularly where it is desirable for the trays and their contents to remain in the horizontal position. The balance is adjustable so that the attendant takes none of the weight, and it is thus eminently suitable for use by women. By this "balanced weight" principle loads well in excess of 2 cwt. are easily manageable. Banks of these trucks are ideal as convenient and compact storage as, when in the vertical position, they will fit tight up to a wall, the trays being removable from either side. The wheels are quickly detachable, avoiding the necessity of having wheels for every frame.

For transport and easy storage, the whole truck may be folded up flat. When the trays are staggered the truck is ideal for assembly work and other jobs requiring a tidy but varied selection of component parts within easy reach of the operator. **(PM/1150.)**

New one-piece plastic industrial goggles, which can be worn over spectacles, are well ventilated and mist-proof.

(PM/1149.)

Heating

24-HOUR HEATING

NIGHTSTOR heaters consist of a sheet metal casing finished in bronze in which are mounted centrally placed elements surrounded by a number of blocks which store the heat. The running costs are low, since they are charged like batteries during the night, when electricity is cheaper, and as the installation is controlled by an electric time switch with thermostats to regulate room temperatures the system is entirely automatic. *Nightstor* heaters ensure warm conditions first thing in the morning, which makes for efficiency in office or factory.

Clean in operation, these heaters are definitely anti-smog as they keep the atmosphere free of fumes and smoke. Installation is simple and inexpensive. Each heater is a compact unit which can usually be installed without any re-arrangement of existing plant, fixtures or furniture. No stoking is necessary, nor worry about fuel supplies, and the possibility of burst pipes is completely eliminated as the premises are constantly warm. Three sizes of *Nightstor* heaters are available with varying heat capacities which should be sufficient to undertake a variety of heating installations.

(PM/1151.)

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GENERAL

Choice of Careers, New Series No. 33. Hotel and Catering Occupations, *H.M.S.O.* 1s. 3d.; No. 44, Advertising, *H.M.S.O.* 9d.; No. 50, Her Majesty's Forces, *H.M.S.O.* 1s. 6d.; No. 69, Orthoptist, *H.M.S.O.* 6d.; No. 64, Fitters, Turners, Machinists, *H.M.S.O.* 1s. 6d. Published by the Ministry of Labour and National Service.

Circular No. 305. Organisation of Technical Colleges. June 21, 1956. Published by the Ministry of Education. *H.M.S.O.* 6d.

Education for Business Leadership. Report prepared by R. H. T. Dodson on the International Conference of Advanced Training Centres in Geneva. Published by E. E. C. O. *H.M.S.O.* 6s.

Factory Form No. 983. Factories Acts, 1937 and 1948. India Rubber Regulations, 1922. May, 1956. Published by Ministry of Labour and National Service. *H.M.S.O.* 6d.

Fundamental and Adult Education. Vol. VIII. No. 2. April, 1956. Published by U.N.E.S.C.O. *H.M.S.O.* 1s. 6d.

Social Sciences. Reports and Papers No. 5, 1956. International organisations in the social sciences. Published by U.N.E.S.C.O. *H.M.S.O.* 2s. 6d.

Technical Report Series: 109. Expert Committee on Professional and Technical Education of Medical and Auxiliary Personnel. 3rd Report. Geneva, 1955. Published by W.H.O. *H.M.S.O.* 1s. 9d.

Time Rates of Wages and Hours of Labour. April 1, 1956. Published by the Ministry of Labour and National Service. *H.M.S.O.* 9s.

Annual Report, Ministry of Labour & National Service, 1956. (Cmd. 9791) *H.M.S.O.* 6s.

STATUTORY INSTRUMENTS

No. 883. The Button Manufacturing Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1956. Dated June 7, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 3d. Increases statutory minimum remuneration fixed by previous Orders. Effective from 22/6/56.

No. 884. The Fustian Cutting Wages Council (Great Britain) Wages Regulation Order, 1956. Dated June 7, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 3d. Sets out the statutory minimum remuneration payable in substitution for those fixed by previous Orders. Effective from 22/6/56.

No. 938. The Food Hygiene (Amendment) (No. 1) Regulations, 1956. Dated June 18, 1956, made by the Minister of Agriculture, Fisheries and Food and the Minister of Health under Sections 13 and 123 of the Food and Drugs Act, 1955 (a). *H.M.S.O.* 3d. Alters date of coming into operation of Regulation 7 of the Food Hygiene Regulations, 1955.

No. 953. The Wages Regulation (Licenses Non-residential Establishment) (Managers and Club Stewards) Order, 1956. Dated June 21, made by the Minister of Labour and National Service under Section 8 of the Catering Wages Act, 1943 (a). *H.M.S.O.* 8d. Sets out the statutory minimum remuneration payable and the holidays to be allowed to workers in substitution for those fixed by previous Orders. Effective from 15/7/56.

No. 954. The Paper Box Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1956. Dated June 21, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 4d. Increases statutory minimum remuneration fixed by previous Orders. Effective from 9/7/56.

No. 992. The Toy Manufacturing Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1956. Dated June 28, 1956, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 3d. Amends the definition of Wood Body Maker and Body Painter, and increases statutory minimum remuneration fixed by previous Orders. Effective from 16/7/56.

CIVIL SERVICE ARBITRATION TRIBUNAL AWARDS

No. 311. Technical Officers Employed in the Post Office. Claim: Whether the system of payment of the grade of Technical Officer shall be by annual salary or weekly wage. **Award:** Salary system declared annual. (10/4/56.)

No. 2060. National Health Service. Senior Hospital Medical Officers—Salary Scale—Claim for Increase. Reference: To determine a difference between the management and staff sides of Committee B of the Medical Council of the Whitley Councils for the National Health Services (Great Britain). **Award:** Salary scales of Hospital Medical Officers increased by £75 per annum at all points. (26/4/56.)

No. 2608. Packing Case Makers—Rates of Wages—Claim for increase. Reference: That men graded as packing case makers employed in establishments covered by the Engineering Trades' Joint Council for Government Industrial Establishments be paid the rate of pay agreed on the National Joint Council for the packing case industry. **Award:** Claim not established. (1/5/56.)

INDUSTRIAL COURT AWARDS

No. 2607. Pottery Industry—Wages Structure—Claim for Amendment. Reference: To determine the claims made in the March Notices 1956, submitted by the National Society of Pottery Workers to the British Pottery Manufacturers' Federation. **Award:** Cost of living figure increased by 1½d. per hour with proportionate increases for adult females and juveniles. (26/4/56.)

No. 2610. Pottery Industry—Interpretation of Industrial Court Award No. 2607. Award: Cost of living bonus for adult females raised to 3d. per hour and 2¼d. per hour for juveniles. (10/5/56.)

No. 2611. Land Drainage—Rates of Pay—Claim for Increase. Reference: To determine a claim by the Employees' Side for an increase of 4d. per hour in the minimum adult wage rates fixed by the Council. **Award:** Existing adult minimum rates of pay increased by 2½d. per hour with proportionate increases for youths. Effective immediately. (29/5/56.)

No. 2612. National Joint Industrial Council for the Road Passenger Transport Industry (Tramways, Trolley-buses and Motor Omnibuses)—Manchester Corporation. Reference: To determine the difference between the two sides as to whether or not special difficulties exist which warrant a deviation from the national rate of pay for drivers and conductors. **Award:** Claim not established. (27/6/56.)

No. 2613. Home Sisters—Employed in hospitals within the N.H.S.—Claim for three categories with separate salary scales. Reference: To determine a difference between the Management and Staff sides arising from a claim for three categories with separate salary scales. **Award:** Claim established. (27/6/56.)

No. 2614. L.C.C.—Senior Child Welfare Officers—Salary Scale—Claim for Increase. Reference: To determine a difference as to the salary scale of senior child welfare officers employed in the Children's Department of the Council. **Award:** Claim established. (4/7/56.)

No. 2615. Iron and Steel Trades—Craftsmen's Mates—Claims for Increase in Bonus. Reference: For an increase of 3d. per hour on existing stabilised bonus paid to craftsmen's mates and certain miscellaneous grades employed in the works of Messrs. Steel, Peech & Tozer and the Park Gate Iron and Steel Co. Ltd. **Award:** Claim not established. (6/7/56.)

INDUSTRIAL DISPUTES TRIBUNAL AWARDS

No. 841. Question of the Observance of Specified Terms and Conditions of Employment in Respect of their Draughtsmen by a Particular Firm at Stone, Staffordshire. Claim: For the recognition of terms and conditions of employment applicable to draughtsmen in the engineering industry. **Award:** Claim established. Effective immediately. (15/5/56.)

No. 842. Rates of Wages of Certain Journeymen Employed by a Surgical Instrument Manufacturing Firm at Roehampton. Claim: Concerning the rates to be paid to journeymen employed on particular operations. **Award:** Router machinists graded A. Effective immediately. (16/5/56).

No. 843. Payment in Respect of Week-end Boiler Firing Duties Undertaken by School Caretakers Employed by the West Riding of Yorkshire County Council. Claim: For the payment of 5s. per hour to school caretakers who have to undertake week-end boiler firing duties. **Award:** Claim established. (17/5/56.)

No. 844. Rates of Wages of Workers in the Salt Glazed Ware Industry. Claim: For a substantial increase in the minimum wage rates with proportionate increases for females and juveniles. **Award:** Minimum hourly basic rate for adult male time workers increased by 2½d. per hour, with proportionate increases for women and girls and boys and youths 20 years and under. Effective from April 23, 1956. (23/5/56.)

No. 845. Rates of Wages of Engineering Craftsmen Employed by Local Authorities in England and Wales. Claim: For a substantial increase in rates of pay. **Award:** Hourly rates of wages of workers concerned increased by 3½d. to 4s. 9d. for London, 4s. 5d. for A zone and 4s. 4d. for B zone. Effective from 12/3/56. (25/5/56.)

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No. 846. Grading of an Officer Employed by the Leeds Regional Hospital Board. Claim: For certain grading to be applied to a particular post. **Award:** Claim established with effect from 12/2/54. (26/5/56.)

No. 848. Observance of a Specified Apprenticeship Scheme by a Firm of Builders in Caernarvon. Claim: For the observance of recognised terms and conditions of employment in the building industry relating to apprentices. **Award:** Claim established. (29/5/56.)

No. 849. Wages of Certain Workers Employed in the Mining and Quarrying of Gypsum and in the Manufacture of Plaster, Plaster Board and other Gypsum Products. Claim: For an application for an increase in wages. **Award:** Rates of wages of adult male workers concerned shall be increased by 2½d. per hour with proportionate increases for women and youths. Effective from March 5, 1956. (29/5/56.)

No. 850. Rates of Wages of Certain Workers Employed in the Lace Furnishing Manufacturing Industry in Scotland. Claim: That the Association should apply the time and piece rates of wages paid to twisthands employed at Nottingham to certain of the Association's Workers. **Award:** Claim not established. (4/6/56.)

August Management Diary

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'Middlemen's' Rises

THREE-FOURTHS of American business executives in the "middle management" category received raises last year, according to the American Management Association's fifth annual survey of middle management compensation.

The study, just released to subscribers by the national management educational association, covers the compensation paid last year in 33 different industries to more than 20,000 executives in "middle management" jobs (those between the policy-making level and that of general foreman or first-line supervisor). The average executive on this level was paid $11,347 last year—an over-all increase of approximately five per cent over the previous year.

Thirty-five per cent of all the raises granted amounted to between five per cent and nine per cent of salary and were given for reasons of merit. There was no particular pattern of variation in salary increases as between positions; however, the reason cited for the raise—whether for merit, because of a promotion, or as part of a general increase—did affect the amount.

Middle management is as likely as top management to receive extra compensation in the form of bonuses, the survey indicates. Bonuses were given to 47.8 per cent of those covered in the study.

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Showing Farmers

WORK Study Aids Farmers is the title of a new British Productivity Council pamphlet which aims at giving farmers direct proof of the strong argument in favour of work study for their industry. It has been dismissed as inapplicable by many because most farming operations must always remain "under the weather". Some, however, are undertaken indoors, and here at least the advantages of method study are demonstrable.

The demonstrations described consisted of practical exercises promoted by the B.P.C. Work Study Unit at four farms far apart—in Devon, Aberdeenshire, Northamptonshire and the East Riding of Yorkshire; only one exceeded 300 acres in extent. Those carrying out the application of work study were themselves practising farmers and members of agricultural organisations (teachers, economists, advisers, agricultural workers and N.F.U. officials among them).

Two studies dealt with dairy work and two with pig-keeping. Revised methods at one of the piggeries saved a pigman walking 462 miles a year on one job which took him one hour twenty minutes daily. This represented about one-third in time, not to mention considerable fatigue.

The agricultural industry has to face a shrinkage of labour now running at the rate of over 20,000 workers a year. From the four case studies now recorded in detail farmers are left to draw the obvious moral.

Language Barriers

SPEAKING in Coventry recently Mr. Harold Wilmot, chairman and managing director of *Beyer Peacock Ltd.*, pointed out that many misunderstandings arose in industry because of the use of terms without precise meaning or having different meanings for different people. It was vital that workpeople should understand the financial basis of industrial operations. But it was almost impossible for management to explain these matters when they themselves were not entirely clear about the use of the words. He therefore suggested that the professional bodies concerned should "take to pieces" words such as "capital", "wages", "costs", "profits" and "dividends" and re-assess their implications in the modern world, substituting where necessary a series of simpler and more descriptive terms.

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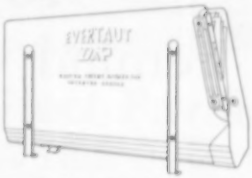

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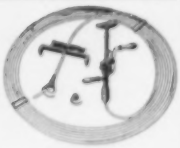

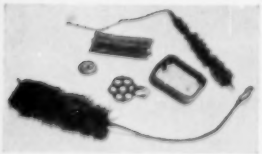

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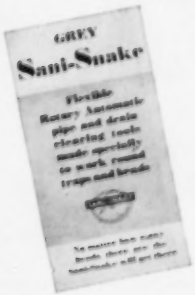

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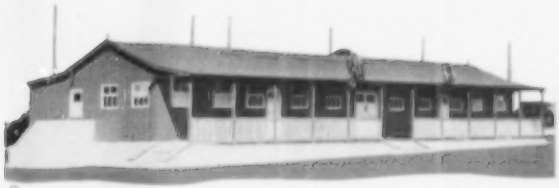

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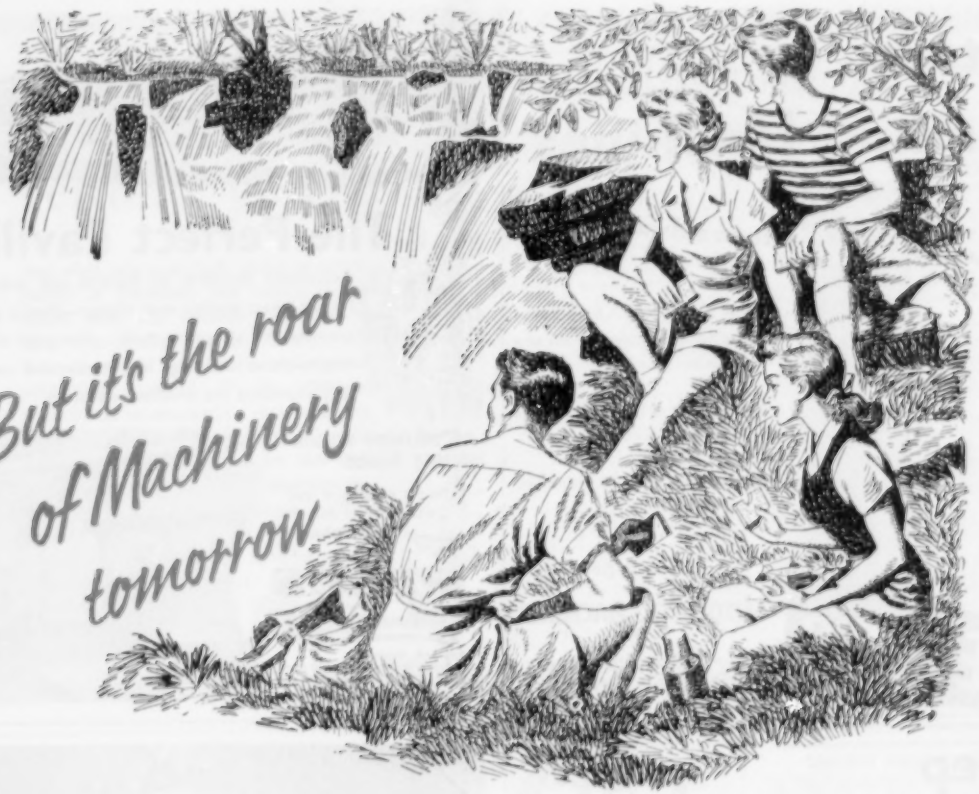

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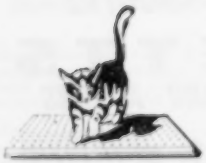

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